



COUNCIL WORK SESSION
2013 Strategic Planning Project Goal Setting
Tuesday, January 15, 2013
3:00 p.m.
The Harvest Grill Event Center - Bunker Hills

Call to Order

Pursuant to Minnesota Statute 13D.04, subd. 2, the City Council will meet in work session to discuss the following items:

1. Pavement Management Program and Five Year CIP
2. Economic Development, Neighborhood Reinvestment, Planning, & Building Inspections Update
3. Parks/Trails Master Plan - Referendum - Scheduling, Marketing, Etc.
4. Update on the Coon Rapids Ice Center
5. Community Center Phase II - Discussion
6. Cultural Fair/Exposition
7. Evaluate Gas Prepay Ordinance
8. Council/Management Retreat - Strategic Plan Update
9. Organizational-Wide Process Improvement Efforts
10. Performance Measurement System/Community Report Card
11. Compensation/Classification Study Update

Other Business

Adjourn



City Council Work Session

Meeting Date: 01/15/2013

SUBJECT: Agenda

Attachments

Agenda

2013 Strategic Planning Project Goal Setting Discussion

January 15, 2013

The Harvest Grill

3-3:30 p.m.	<u>1. Transportation</u> 1.14 Pavement Management Program and 5-year CIP
3:30-5 p.m.	<u>2./3. Community Development/Redevelopment/Housing/Neighborhoods</u> 2.4 Economic Development (Business Incubator Program) 3.1 Neighborhood Reinvestment (Home for Generations, Etc.) 3.2 Neighborhood Program – Status and Future Plans Planning and Redevelopment 2.1 Building Inspections
5-6:00 p.m.	<u>4. Quality of Life</u> 4.2 Park/Trail Master Plan – Referendum – Schedule, Marketing, Etc. 4.3 Ice Arena Programming, Scheduling, Marketing, Etc. 4.4 Community Center Phase II – Discussion
6-6:30 p.m. (Dinner)	<u>6. Community Diversity</u> 6.1 Cultural Fair/Expo – 2013
6:30–7 p.m.	<u>7. Public Safety</u> 7.4 Evaluate Prepay Ordinance
7-9:00 p.m.	<u>8. Excellence in Government</u> 8.3 Council/Management Retreat – Strategic Plan Update 8.4 Organizational-Wide Process Improvement Effort – Innovations Group 8.5 Develop/Communicate Performance Measurement System 8.6 Develop Community Report Card 8.8 Organization Compensation Study

NOTE: Item numbers correspond to 2013 Work Plan Major Projects List which is based on the 2030 Strategic Vision categories. A copy of the 2013 Work Plan is included. Staff memos have been prepared to correspond to this item number list.



City Council Work Session

1.

Meeting Date: 01/15/2013

Subject: 1.14 Pavement Management Program and Five Year CIP

From: Bob Moberg, City Engineer

INTRODUCTION

At the end of the 2012 construction season, the Engineering Division, working with the Public Works Streets Division, completed a comprehensive pavement condition evaluation for all local and collector streets in the City (approximately 220 miles). Using the evaluation data, staff developed a three year street reconstruction program for local streets and a five year program for collector (Municipal State Aid) streets.

DISCUSSION

During 2009, Engineering Division personnel completed a pavement condition evaluation of all streets, both local and collector, in the City. We used a systematic pavement condition evaluation rating system developed by the City of Brooklyn Park. Each section of roadway was evaluated based on a number of criteria including type and severity of cracking, potholing, pavement surface weathering, and other condition evaluation criteria. This data was then entered into our GIS system and a comprehensive pavement condition index score was assigned to each pavement section. A map showing the pavement condition rating for each roadway segment was generated. This data allowed us to evaluate the condition of roadway pavements and put together a comprehensive street reconstruction program using data that compares the condition of all pavements. We attempted to develop a street reconstruction program by neighborhood, based on pavement condition, so that construction is confined to certain neighborhoods and is completed as part of a single project. This minimizes disturbance to the neighborhood and also results in more cost effective construction projects.

Following this initial pavement evaluation process, the intent was to rerate one-third of the streets each year or rerate the entire street system every three years. We decided to rerate the entire system every three years.

In 2012, the same approach was used. Maps of the 2012 and 2009 evaluations are attached.

Since the 2009 evaluation was completed, the City has reconstructed nearly 25 miles of local and collector streets. By comparison, the City reconstructed nearly 52 miles of local and collector streets in the 16 year period between 1994 (the first year of a documented street reconstruction program) and 2009.

At the end of 2009, 75% of the City's local streets and 70% of the City's MSA streets were determined to be in fair condition or better. At the end of 2012, 85% of the local streets and 87% of the MSA streets are in fair condition or better. Without the increased investment made by the City in the past three years, the percentage of local and MSA streets in fair condition or better would have been 80% and 65% respectively.

While the percentage of streets in fair condition or better has gone up in the last three years, the miles of streets in good to excellent condition has declined as the miles of streets in poor to fair condition has increased. This shift provides evidence that the higher level of investment initiated in 2010 will need to continue for the foreseeable future to achieve a goal of 90% of local and collector streets in fair condition or better. Meeting the 90% goal would mean that 18 miles or fewer of local streets and 4 miles or fewer of MSA streets are in poor condition in any given

year.

Staff has developed a proposed street reconstruction program for 2013 - 2015 for local streets and for 2013 - 2017 for MSA streets that addresses nearly all of the streets currently in poor condition. Exceptions to this generally include streets along Coon Rapids Boulevard that are in potential redevelopment areas. We limited the local street program to a three year timeframe because the significant street mileage currently rated in fair condition makes it difficult to predict which areas will deteriorate most rapidly in the next few years and because we will be rating the streets again in three years. The 2013 - 2015 program would improve nearly 24 miles of local streets while the 2013 - 2017 MSA program would improve more than 10 miles of collector streets. The enclosed map identifies the proposed program and another map identifies the improvements planned for this year.

For budgeting purposes, the cost of reconstructing local streets is estimated to be \$450,000 per mile and the cost for reconstructing MSA streets is estimated to be \$750,000 per mile. For the proposed 2013 - 2017 program, the total estimated cost is \$10,840,500 for local streets and \$7,627,500 for MSA streets.

In 2012, we received approximately \$2,000,000 from MSA. Of this amount, \$350,000 is used to pay off the bond for the Northdale Boulevard Bridge over Highway 10. This payment will be made through 2015. In addition to funding local MSA projects, we also are required to contribute to Anoka County projects using State Aid funds based on the County's cost share policy. These projects include such items as roadway reconstruction, signal projects, and intersection reconfigurations. Our current proposed program requires approximately \$1,000,000 per year of State Aid funding for City State Aid street reconstruction and approximately \$800,000 per year for programmed Anoka County projects and repayment of State Aid bonds. To assist with funding an accelerated MSA street reconstruction program, the City requested an advance of \$2,324,000 in 2011 and an advance of \$2,125,000 in 2012. Funds advanced for construction are repaid through future MSA allocations.

Another important component of a pavement management program is a street sealcoating program. Sealcoating a street will extend the life of a street by reintroducing oil into the existing asphalt, helping maintain its flexibility and its protection from moisture. For 2013, the City has budgeted \$700,000 for street maintenance materials including sealcoat materials. The 2012 pavement condition ratings were reviewed to identify streets that would benefit from sealcoating this year. The enclosed map identifies the sealcoat program planned for 2013.

Staff has also begun a program to evaluate pavement conditions of parking lots at all City facilities so a comprehensive pavement management program can be developed for those facilities. The evaluation will be completed later this spring. We also intend to develop a program for rating the condition of trails in the future.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Transportation, Public Safety and Excellence** sections of the City's long term strategic vision by committing to a well-maintained system of streets. The proposed street reconstruction program will improve the condition of a number of streets in poor condition, enhancing safety for the traveling public.

RECOMMENDATION

No formal action is required at this time. Council will have the opportunity to review and approve individual street reconstruction projects as they are brought forward for consideration at future Council meetings.

Attachments

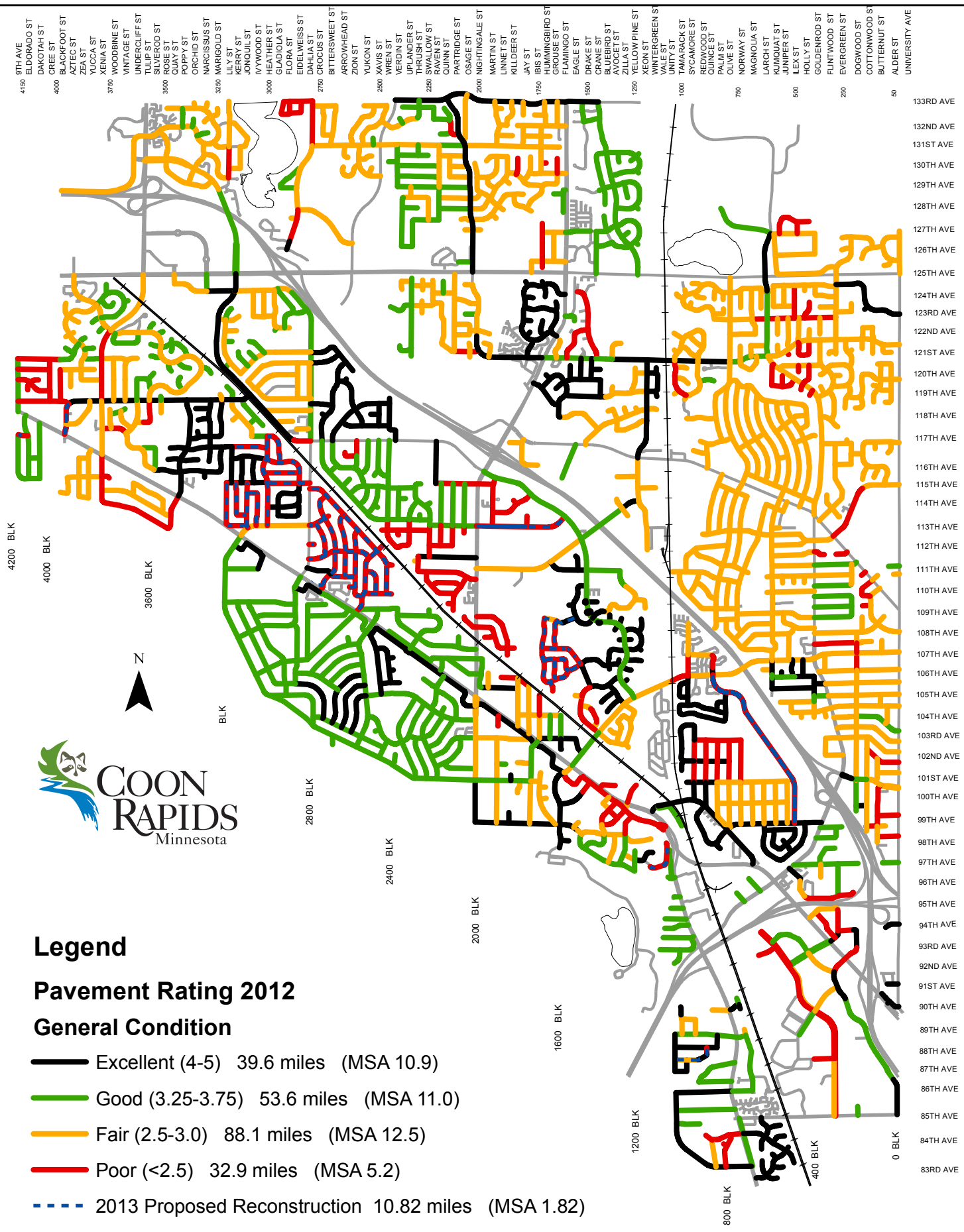
2012 Pavement Condition Ratings Map

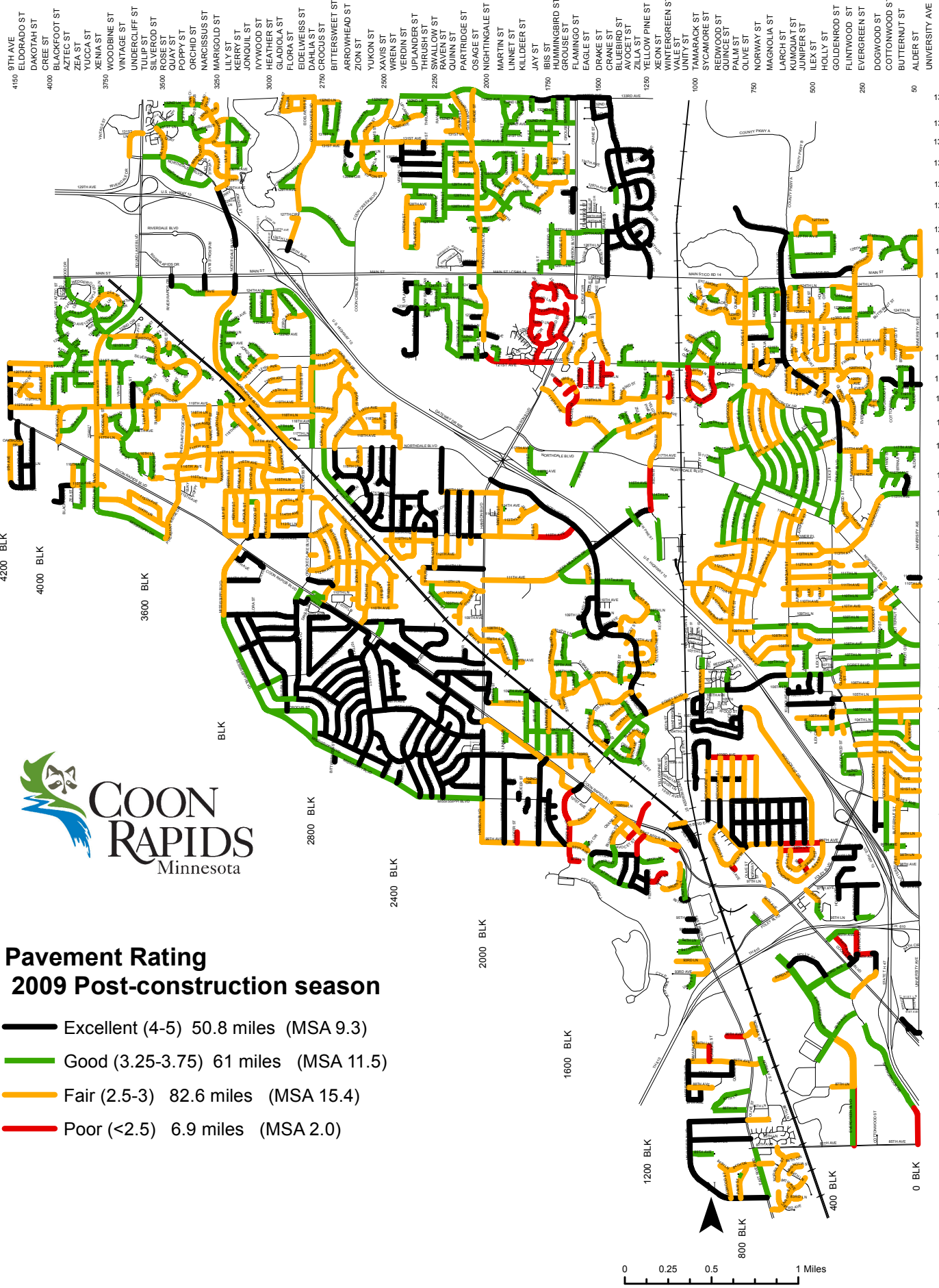
2009 Pavement Condition Ratings Map

2013-2017 Street Reconstruction Plan

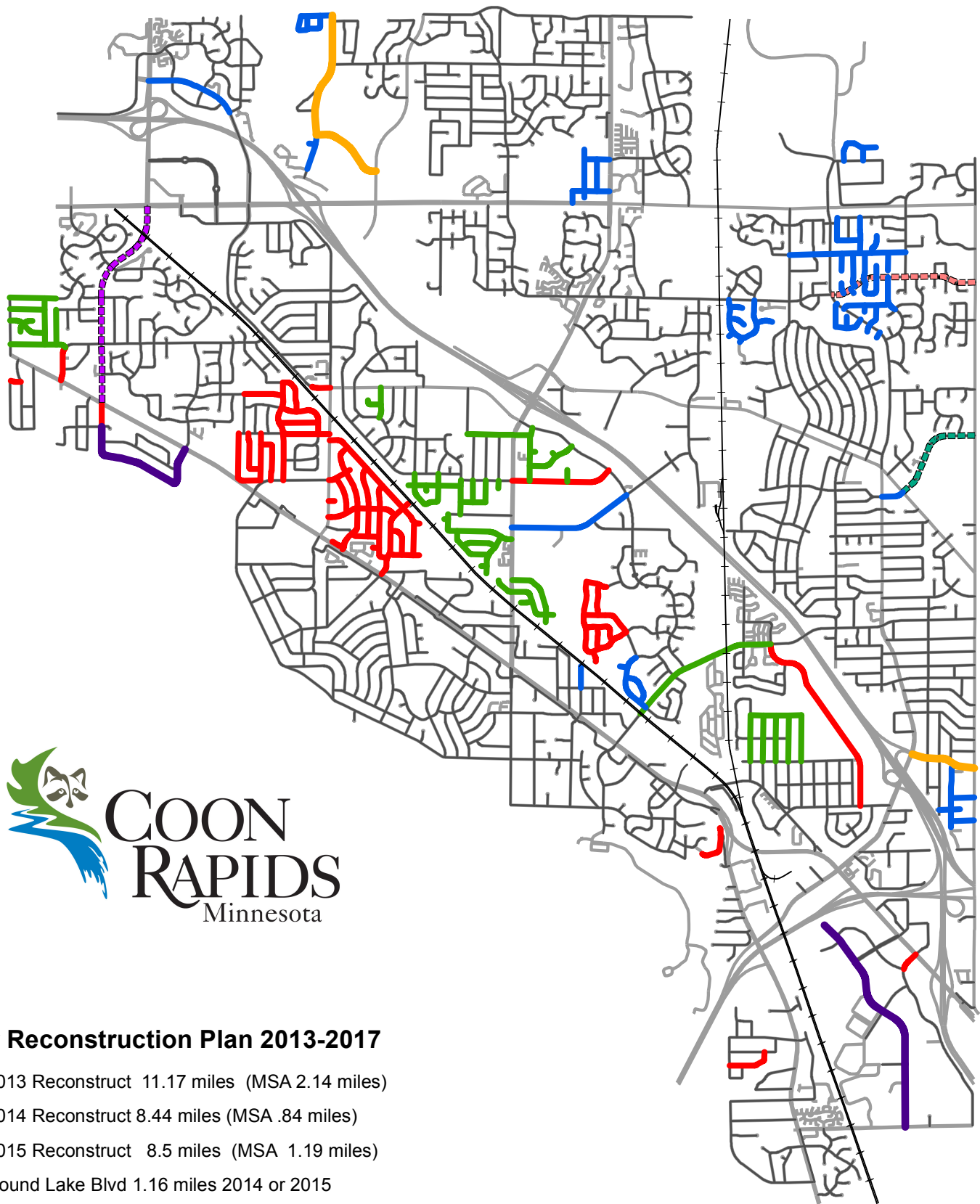
2013 Street Reconstruction Plan

2013 Street Sealcoat Plan

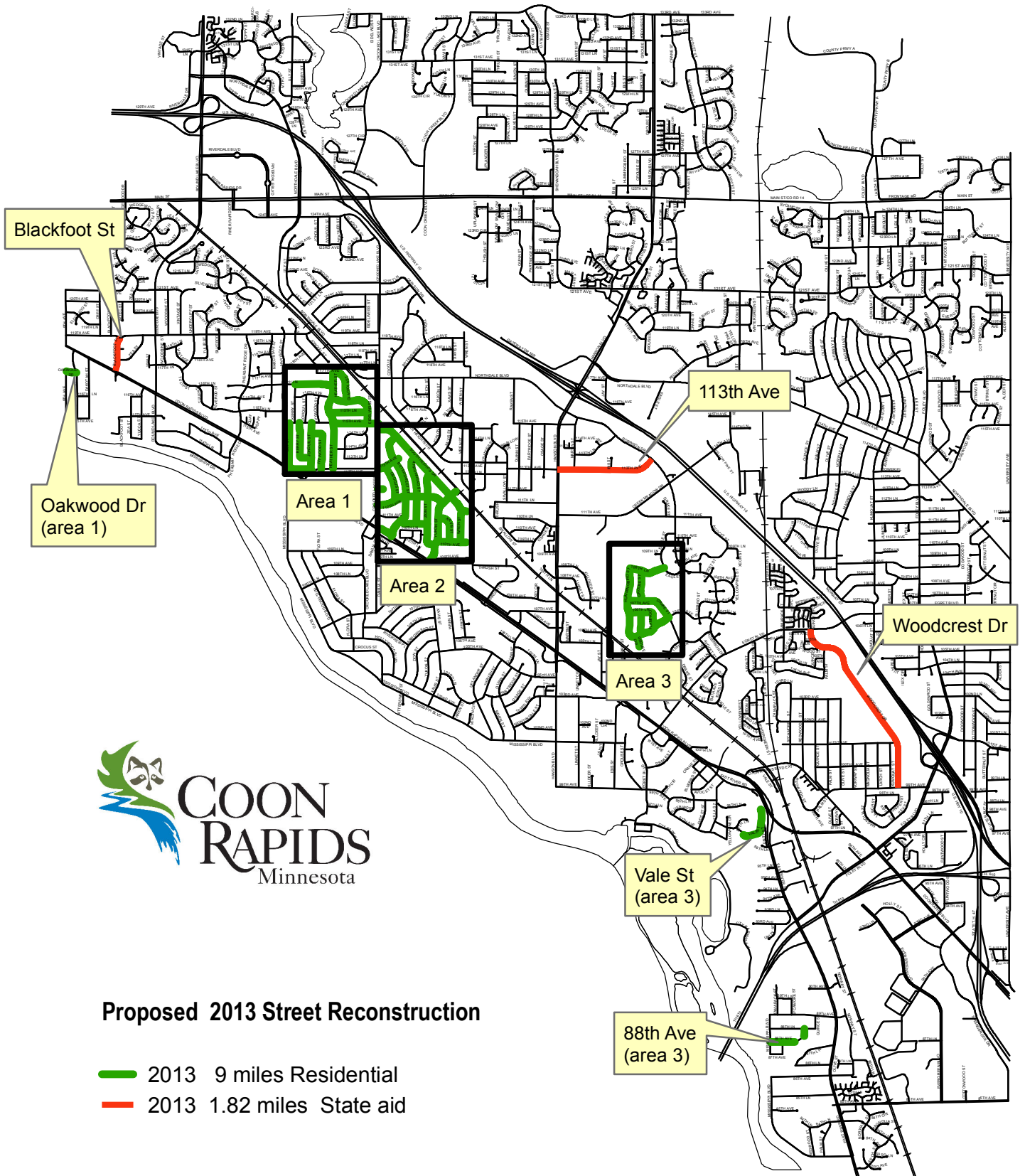


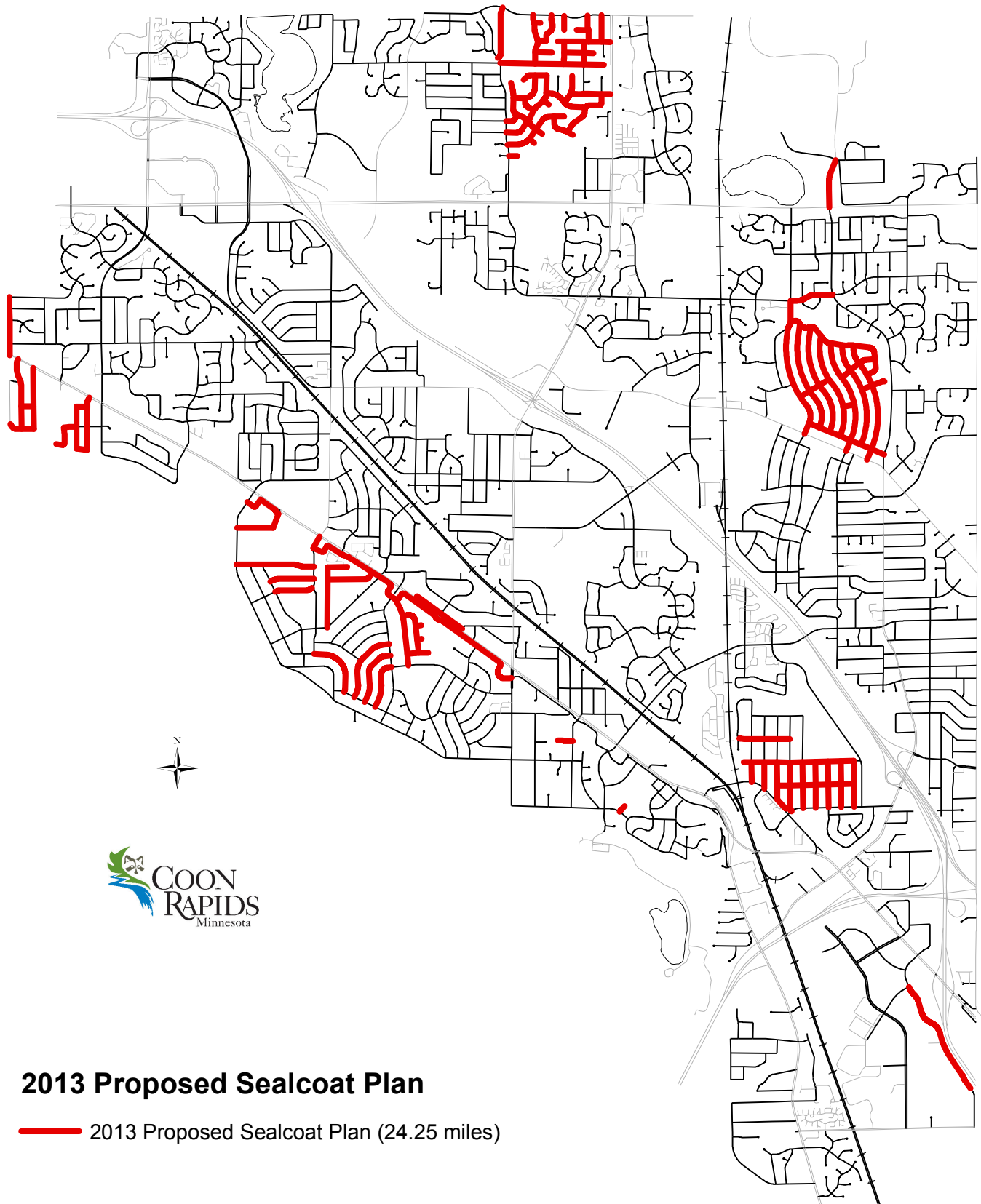


- Pavement Rating**
2009 Post-construction season
- Excellent (4-5) 50.8 miles (MSA 9.3)
 - Good (3.25-3.75) 61 miles (MSA 11.5)
 - Fair (2.5-3) 82.6 miles (MSA 15.4)
 - Poor (<2.5) 6.9 miles (MSA 2.0)



January 8, 2013





2013 Proposed Sealcoat Plan

— 2013 Proposed Sealcoat Plan (24.25 miles)



City Council Work Session

2.

Meeting Date: 01/15/2013

Subject: Economic Development, Neighborhood Reinvestment, Planning, & Building Inspections Update

From: Marc Nevinski, Community
Development Director

INTRODUCTION

Per Council request, this memorandum outlines the current status and 2013 plans in the areas of economic development, neighborhood reinvestment, and building inspections.

DISCUSSION

ECONOMIC DEVELOPMENT

Marketing

- Become a **MNCAR sponsor**, work towards attracting annual broker golf tournament to Bunker Hills
- Exhibit at the annual **MNCAR Expo**
- Continue work with Anoka County and **GreaterMSP** to promote Coon Rapids and respond to inquiries.
- Consider retaining consultant to generate **new business leads** and promote Coon Rapids to small and growing businesses.
- Improve access to and quality of information on the City's Economic **Development web page**.

Adding to the Toolbox

- Provide **Open to Business** services to Coon Rapids businesses
- Expand relationship with **CMDC** to market and service loans.
- Complete public input and strategy portion of the **Business Retention and Expansion** program with U of M
- Continue to support Anoka County's **Economic Gardening** program

Incubator Project

Staff recommends backing away from the idea of establishing a **formal business incubator** for the time being, but remaining open to the concept in the future. Reasons for this include:

- There is currently little interest in revitalizing the Anoka/Sherburne County Capital Fund. Without some local venture capital, a location decision becomes mainly about affordable space.
- Presently, large companies, such as Medtronic, are doing less of their own R&D and opting instead to purchase small companies who have developed and proven marketability with a new technology. Unfortunately, this does not lead to job growth or long term investment.

Staff recommends continuing to maintain relationship and pursue opportunities identified with the **U of M, ARCC, and landlords** for business incubation in Coon Rapids.

PLANNING & REDEVELOPMENT

Coon Rapids Boulevard

The City has been awarded a grant from the Met Council to complete a land use study around the **Foley Station area**. Additionally, an EPA grant has been applied for to complete additional land use planning along Coon Rapids Boulevard, including the Port Riverwalk area, and the Port Evergreen area, particularly the "**Evergreen Triangle**" which is located north of Coon Rapids Boulevard, south of 610 and west of 47.

Staff is considering a proposal to complete a **grocery market study** of Coon Rapids Boulevard. Such a study would be made available to developers and used by staff to demonstrate attract retail grocers to the Boulevard. While grocery stores have historically trended to the large warehouse space, competition from the likes of Costco, and Wal-mart are forcing traditional grocery stores like Cub to consider small, neighborhood oriented scale stores, which is a trend that should bode well for Coon Rapids Boulevard.

Staff suggests Council consider having discussion, perhaps in a future meeting, on other **previously discussed concepts**, including:

1. Senior Housing to the west of the Ice Arena
2. If and how to proceed with realignment of 111th Avenue from Coon Rapids Boulevard to Anoka-Ramsey
3. Continue to pursue a southerly pedestrian connection to the Riverdale Station, perhaps utilizing CTIB funds and hiring a planning/engineering consultant.

NEIGHBORHOOD REINVESTMENT

Home for Generations II

- Finalize a **funding** mechanism that avoids rebating taxes.
- Seek Council approval in February Feb and launch **Home show** in March
- Line up professional services and develop an architecture/designer **Expo**

Neighborhood Associations using Nextdoor.com

- Convene a task force to identify neighborhood **boundaries** for Nextdoor.com.
- Work with residents in each neighborhood to grow Work with various city departments to enable communication via nextdoor.com.

Nieghborhood Outreach

- Continue and expand interactions with the Neighborhood Network, Townhome Forum, and Realtor offices.

Code Enforcement

- Review and refine various code enforcement activities for further effectiveness.

BUILDING INSPECTIONS

Last spring, a strategy was developed in reaction to Council concerns regarding building inspections. Staff received little feedback on the strategy from Council, but did have individual discussions with some Council members in late summer. Staff understands Council's primary concerns to be 1) consistency in code application, and 2) customer service in terms bed-side manner. Council is asked to confirm this understanding. The strategy is being been updated to reflect accomplishments and priorities. A draft is attached. Council feedback and direction is requested.

Staff has been working diligently on the goals and tasks identified in the strategy, although staff departures in late summer and fall, combined with a full inspections schedule and plan review applications have limited our work on the strategy. To date, the following has been accomplished or progressed:

Policy Manual - The Inspections Policy Manual (IPM) is being drafted to ensure consistent application of

the building code and related codes, ordinances, and statutes in a transparent and consistent manner. The IPM will establish written procedures and document the basis (i.e. authority) for policies, procedures, and practices implemented in Coon Rapids. It will be reviewed and modified on an on-going basis as codes, laws, needs, and issues change or arise. The IPM will address concerns regarding consistency by documenting procedures in areas where the City has discretion.

Problem Properties Process - Similar to the above policy manual, documentation of the steps and procedures for addressing hazardous properties is being developed.

Comparison of Fees – The City has periodically compared its fees to peer communities and will continue to do so

Addressed Personnel Concerns - Management has implemented various techniques to address specific personnel concerns, ranging from coaching to disciplinary measures.

Hiring New People – As retirements occur and changes in personnel continue, weight is being placed on selecting candidates with not only the proper certifications but also experience in construction and consulting.

Monthly Survey – Since 2009 customer surveys have been conducted using SurveyMonkey.com on a quarterly basis and the results were used in performance measures which appear in the annual budget. Since summer of 2012 surveys have been conducted on monthly basis to capture more recent experiences. Positive ratings and comments far outweigh negative ones.

Concern Report Form – Reports of concerns from Council and others often are verbal and do not contain enough detail to lead to an actionable response. To help address this, staff has prepared a form to help Council and others gather better information, submit the concern to staff, and create a trail for response and follow up, and develop a system for long term monitoring.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Community Development and Redevelopment and Housing/Neighborhoods** section of the 2030 Strategic Vision.

RECOMMENDATION

Council comment and feedback is requested on these items.

Attachments

BI Strategy - Update-Draft

BI Survey



To: Steve Gatlin, City Manager
From: Marc Nevinski, Community Development Director
Date: January 7, 2013 (UPDATED DRAFT)
Re: Building Inspection Enhancement Strategy

Introduction

Council has expressed concerns over the operations of Building Inspections Division, raising questions about consistency in the application of building codes, permit costs, and customer service. This memo outlines steps that either have already, or will be taken to address these concerns.

Background

In 2010, the Building Inspections staff met in a half day retreat to review its role within the City and discuss ways to improve upon it. The retreat articulated that although Building Inspections is a regulatory function, it is an important contributing factor in ensuring public safety in the community as well as the long term quality and sustainability of construction and development in the City.

The Inspections staff also concluded in the retreat that their primary customers were Coon Rapids property owners, whose investments they were asked to oversee. Secondary customers were contractors and design professionals, to whom they were asked to provide code compliance services. Additional conclusions of the retreat included the goal of determining ways to expand outreach to the public and the industry, as well as create stronger connections with other city functions.

Finally, the Inspections staff determined its vision and mission statement to be:

We shape the future of Coon Rapids by ensuring a healthy, sustainable, and quality built environment that contributes to a strong and desirable community for generations.

We strive to create an efficient, effective and customer oriented organization that is a focal point for building safety; a trusted resource that promotes informed solutions, provides leadership, engages with the community, and nurtures staff.

Reviewing the outcomes of this retreat are important, as it helps establish a starting point for further improvements in Building Inspections.

Action Steps & Priorities

1. Develop Inspections Policy Manual

Council has expressed concerns over the perceived inconsistency by Inspections in the application of the Building Code. The complex nature of the Code, combined with technology advances in materials and methods, enforcement of the code by multiple jurisdictions, as well as the comparison between unique construction scenarios make it difficult to determine the root cause of the inconsistency concern.

Consistent application of codes and policies is important. To address this concern, the Inspections Policy Manual (IPM) is being developed to guide the application of the building code and related codes, ordinances, and statutes in a transparent and consistent manner. The IPM will establish written procedures and document the basis (i.e. authority) for policies, procedures, and practices implemented in Coon Rapids, particularly where there is discretion or in areas of frequent confusion. It will be reviewed and modified on an on-going basis as codes, laws, needs, and issues change or arise.

To date, draft policies have been developed in a variety of areas, including the following:

- Plan Review and Fees
- Electrical Safety
- Commercial Restroom
- Remodeling
- Water Restoration
- Checklist for various type of work and inspections

2. Provide Formal Process to Submit, Track, and Respond to Complaints

When Council does receive a concern or complaint about Building Inspections, an in-take form should be submitted to ensure that 1) managers are aware of the concern and 2) actionable information is gathered so that the concern can be satisfactory addressed.

3. Conduct Surveys and Measure Performance

In the Summer of 2012 we shifted from surveying customers from a quarterly basis to a monthly basis. As in the past, we utilize SurveyMonkey.Com and invite via email commercial contractors who have finalized a permit in the previous month to complete the survey. Surveys are confidential and respondents are invited to contact the Community Development Director if they wish to discuss concerns.

Responses are voluntary, and response rates have historically been around ten percent, which is considered good. We receive far more positive than negative feedback, and the survey results are annually aggregated and included in the budget's performance measures. Moreover, results of surveys are shared and discussed in Inspections staff meetings.

4. Hire the Right People

It is important to ensure the Inspections Division is staffed by qualified individuals. Not only is it important to hire people with the proper training and certifications, but considerable weight should be given to individuals with construction or similar private sector experience. Additionally, attitude and character are important traits to consider.

5. Review Fees

We will review fees and project valuations in a formal and transparent manner. Methodology for setting fees will be documented in the IPM and includes using a construction cost index adjusted for regional differences, comparing fees to similar communities, and consideration of overhead costs of providing services.

6. Enhance Online and Printed Information

The web page, handouts, and permits applications will all be reviewed and enhanced to ensure complete, updated, and concise information, while also providing references to more detail. (For example, a code provision can be summarized but a citation provided.) These enhancements should occur as various sections of the IPM are finalized.

7. Hold Stakeholder Focus Group Meetings and Surveys

We will convene industry professionals on a periodic basis to discuss procedures and processes, provide feedback on service levels, and solicit advice on how to implement code and policy changes. We will include architects or design professionals, commercial and residential contractors, a commercial building owner or representative, and perhaps home owners with recent project experiences.

8. Establish North Metro Peer Group

We will establish a quarterly peer-group meeting of north metro building code officials to compare and discuss processes, policies, and code interpretations with the goal of creating regional consistency.

Additionally, we will survey other communities of similar size and age within the Metro Area to determine common or best practices.

9. Expand Access to Inspections

LOGIS is expected in 2013 to expand the types of permits available through e-permitting, including the option to schedule inspections online and access results. These enhancements will be implemented in Coon Rapids as soon as they are ready.

10. Develop an Outreach Plan

Although the primary role of a city's inspections department is of a regulatory nature, conducting outreach efforts, such as holding seminars, or providing references to information and resources, can greatly assist in achieving the primary role. A plan should be developed to determine subject matter as well as appropriate time and resources to be dedicated to this.

11. Provide Council Education Regarding Building Inspections

The building code is comprised mainly of State statutes and rules, and its application is an administrative function of a city implemented by trained and licensed professionals. Councils generally do not consider building inspections related issues in the same manner they consider ordinances, land use applications, or budgets. Therefore, it is recommended that staff and Council periodically discuss and review the basic framework of the City's building inspections function. Such discussions will serve Council in better understanding

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INCLUDES: 27 of 27 respondents

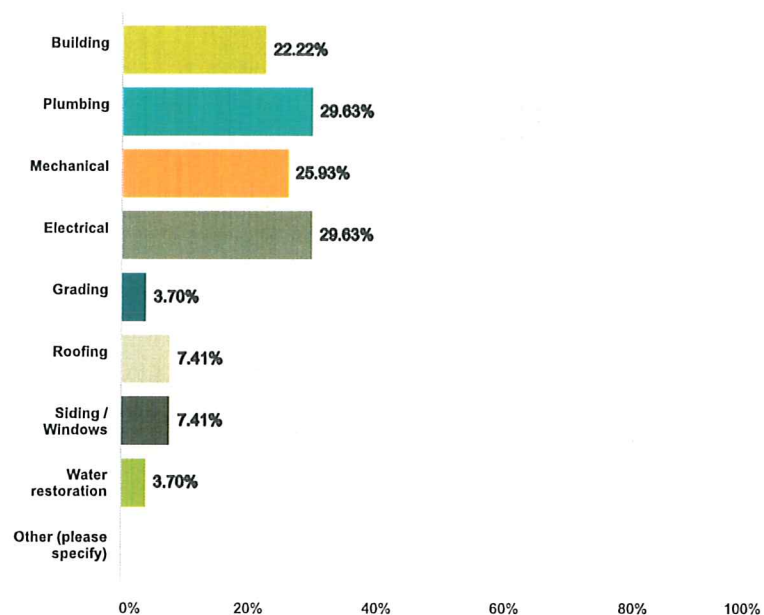
[Export All](#)[Share All](#)Question
SummariesIndividual
Responses

PAGE 1: Coon Rapids Building Inspections Survey

Q1

[Chart Type](#)[Display Options](#)[Export](#)[Share](#)**What type of permit(s) did you pull. Check all that apply.**

Answered: 27 Skipped: 0



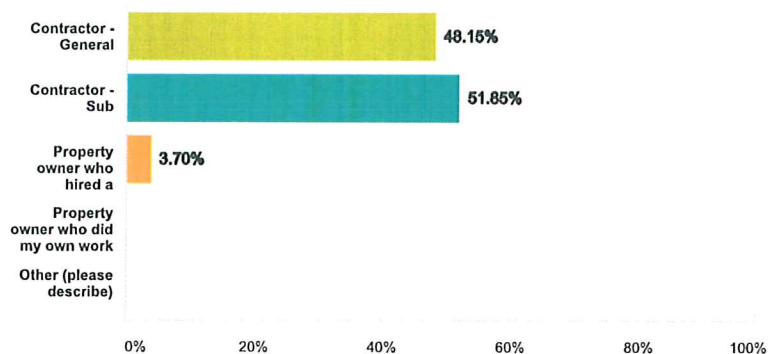
Answer Choices	Responses	
Building	22.22%	6
Plumbing	29.63%	8
Mechanical	25.93%	7
Electrical	29.63%	8
Grading	3.70%	1
Roofing	7.41%	2
Siding / Windows	7.41%	2
Water restoration	3.70%	1
Other (please specify) (1) Expand		
Total Respondents: 27		

Q2

[Chart Type](#)[Display Options](#)[Export](#)[Share](#)

Please click on the description that best fits your role:

Answered: 27 Skipped: 0



Answer Choices	Responses	
Contractor - General	48.15%	13
Contractor - Sub	51.85%	14
Property owner who hired a contractor	3.70%	1
Property owner who did my own work	0%	0
Other (please describe) (0)		
Total Respondents: 27		

Q3

Chart Type

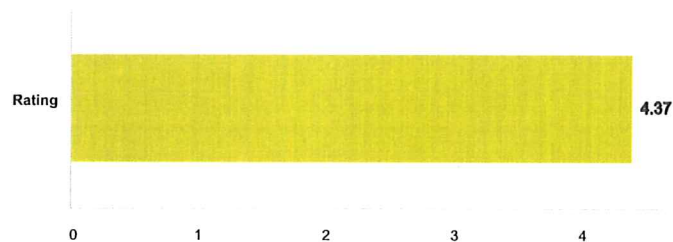
Display Options

Export

Share

The application process was easy to complete.

Answered: 27 Skipped: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total	Average Rating
Rating	44.44% 12	48.15% 13	7.41% 2	0% 0	0% 0	0% 0	27	4.37

Comment (Please be detailed) (5) [Hide](#)

[Responses \(5\)](#) [Text Analysis](#) [My Categories](#)

PRO FEATURE

Use text analysis to search and categorize responses; see frequently-used words and phrases.

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[Filter by Category](#)

[?](#)

Showing 5 text responses

Staff was unclear and somewhat indecisive regarding what permits are required, and scope of work.

1/4/2013 2:29 PM

[View respondent's answers](#)

[Categorize as...](#)

The permit was approved quickly and was much appreciated since we had a short time to complete the project.

1/4/2013 2:16 PM [View respondent's answers](#) [Categorize as...](#)

The application process was the same as in other metro area cities.

10/7/2012 5:22 PM [View respondent's answers](#) [Categorize as...](#)

The application process was easy.

8/16/2012 6:54 AM [View respondent's answers](#) [Categorize as...](#)

However simple, the documents somehow got lost and / or the same documents were asked to be resent. It also took way longer than it should of being there was nothing being done structurally. 2 weeks was excessive. Minneapolis and St. Paul does same day for way more difficult permits.

8/15/2012 10:04 AM [View respondent's answers](#) [Categorize as...](#)

Q4

Chart Type

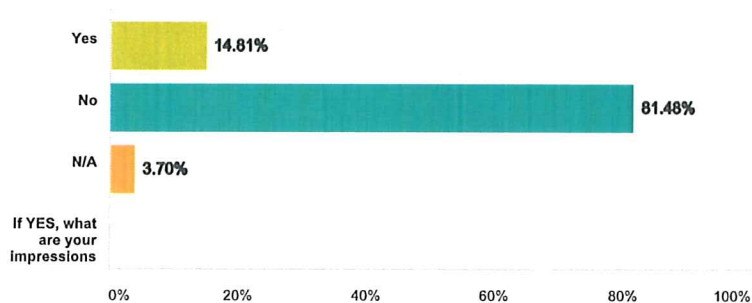
Display Options

Export

Share

Did you obtain your permit online (e-permit)?

Answered: 27 Skipped: 0



Answer Choices	Responses	
Yes	14.81%	4
No	81.48%	22
N/A	3.70%	1

If YES, what are your impressions of the e-permit system? (4) [Hide](#)

[Responses \(4\)](#) [Text Analysis](#) [My Categories](#)

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?

Showing 4 text responses

e-permit was not available for my project, though I hope it will be someday.

10/7/2012 5:22 PM [View respondent's answers](#) [Categorize as...](#)

Your site is easy to navigate

9/5/2012 4:40 PM [View respondent's answers](#) [Categorize as...](#)

Works well but could be used for some commercial, non engineered

8/15/2012 10:50 AM [View respondent's answers](#) [Categorize as...](#)

Easy-Simple

8/15/2012 9:26 AM [View respondent's answers](#) [Categorize as...](#)

Total

27

Q5

[Chart Type](#)

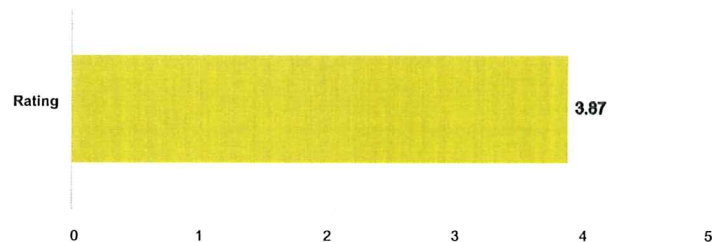
[Display Options](#)

[Export](#)

[Share](#)

Plan review was accurate and helpful.

Answered: 27 Skipped: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total	Average Rating
Rating	14.81% 4	22.22% 6	14.81% 4	3.70% 1	0% 0	44.44% 12	27	3.87

Comment (Please be detailed) (2) [Hide](#)

[Responses \(2\)](#) [Text Analysis](#) [My Categories](#)

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Categorize as...

Filter by Category

?

Showing 2 text responses

I was very pleased that the building official called me with questions on the permit application, and allowed me to send additional information to him via email. It was very helpful to have this dialogue to help clarify the project!

10/7/2012 5:22 PM [View respondent's answers](#) [Categorize as...](#) ▼

did not realize the full extent of what the City required for inspections on soil correction.

10/5/2012 11:04 AM [View respondent's answers](#) [Categorize as...](#) ▼

Q6

Chart Type

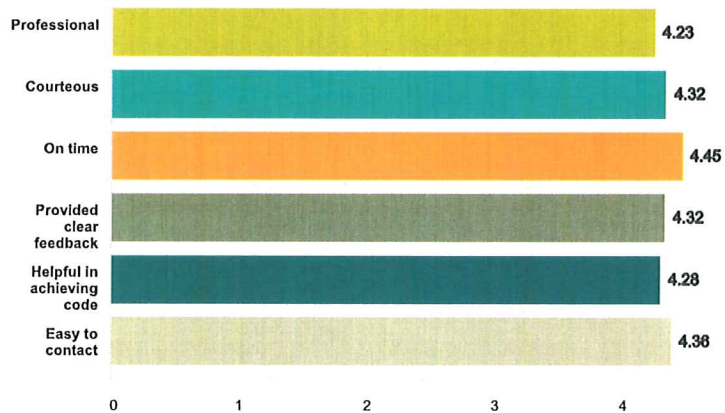
Display Options

Export

Share

The inspectors were:

Answered: 27 Skipped: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total	Ave Rati
Professional	33.33% 9	40.74% 11	0% 0	7.41% 2	0% 0	18.52% 5	27	
Courteous	37.04% 10	37.04% 10	3.70% 1	3.70% 1	0% 0	18.52% 5	27	
On time	42.31% 11	26.92% 7	7.69% 2	0% 0	0% 0	23.08% 6	26	
Provided clear feedback	38.46% 10	19.23% 5	15.38% 4	0% 0	0% 0	26.92% 7	26	
Helpful in achieving code compliance	34.62% 9	23.08% 6	7.69% 2	3.85% 1	0% 0	30.77% 8	26	
Easy to contact	38.46% 10	38.46% 10	7.69% 2	0% 0	0% 0	15.38% 4	26	

Comment (Please be detailed) (7) [Hide](#)

[Responses \(7\)](#) [Text Analysis](#) [My Categories](#)

PRO FEATURE

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FOR Q6 COMMENTS

Q7

Chart Type

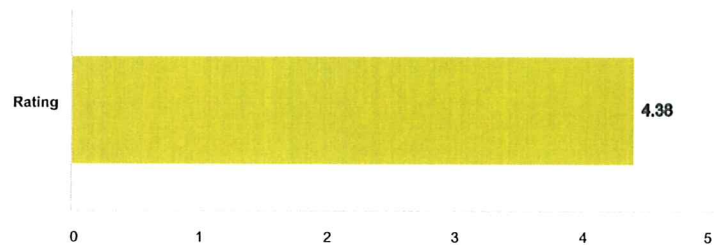
Display Options

Export

Share

I was able to schedule a timely inspection:

Answered: 27 Skipped: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total	Average Rating
Rating	37.04% 10	37.04% 10	0% 0	3.70% 1	0% 0	22.22% 6	27	4.38

Comment (Please be detailed) (2) [Hide](#)[Responses \(2\)](#) [Text Analysis](#) [My Categories \(0\)](#)**PRO FEATURE**

Use text analysis to search and categorize responses; see frequently-used words and phrases.

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Showing 2 text responses

48 hour requirement to schedule and inspection is burdensome, especially when requiring an ice and water inspection (rather than pictures). Particularly when it took over 48 hours to schedule, and the inspector was over 20 minutes late for appointment.

1/4/2013 2:29 PM [View respondent's answers](#) [Categorize as...](#)

The home owner schedules their own inspection.

10/5/2012 7:55 AM [View respondent's answers](#) [Categorize as...](#)

Q8

Chart Type

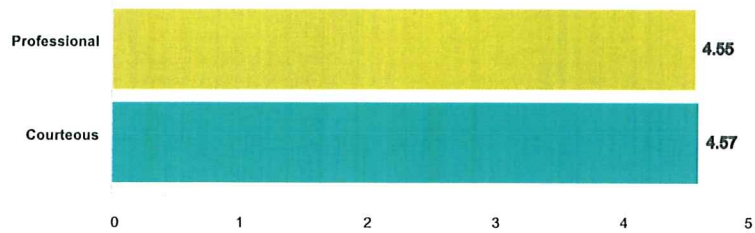
Display Options

Export

Share

City Hall staff were:

Answered: 27 Skipped: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total	Ave Rati
Professional	48.15% 13	29.63% 8	3.70% 1	0% 0	0% 0	18.52% 5	27	
Courteous	46.15% 12	34.62% 9	0% 0	0% 0	0% 0	19.23% 5	26	

Comment (Please be detailed) (1) [Hide](#)[Responses \(1\)](#) [Text Analysis](#) [My Categories](#)

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Showing 1 text responses

Really only deal with on line, unless there is a rare issue.

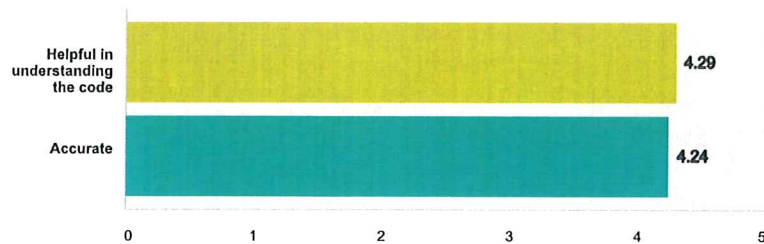
10/5/2012 7:55 AM [View respondent's answers](#) [Categorize as...](#)

Q9

[Chart Type](#)[Display Options](#)[Export](#)[Share](#)

Handouts and printed materials were:

Answered: 27 Skipped: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total	A-R
Helpful in understanding the code	29.63% 8	22.22% 6	11.11% 3	0% 0	0% 0	37.04% 10	27	
Accurate	29.63% 8	22.22% 6	7.41% 2	3.70% 1	0% 0	37.04% 10	27	

Comment (Please be detailed) (1) [Hide](#)

[Responses \(1\)](#) [Text Analysis](#) [My Categories](#)

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Showing 1 text responses

Did not need these items.

10/5/2012 7:20 PM

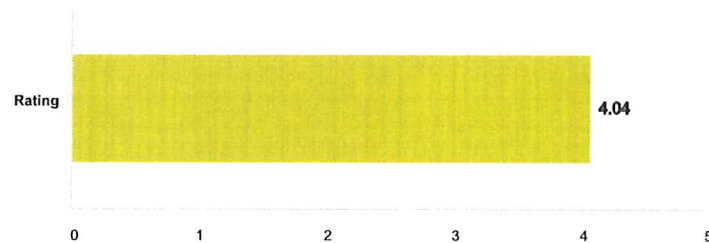
[View respondent's answers](#)

[Categorize as...](#)

Q10

Fees were similar to what other communities charge:

Answered: 27 Skipped: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total	Average Rating
Rating	29.63% 8	48.15% 13	11.11% 3	7.41% 2	0% 0	3.70% 1	27	4.04

Comment (Please be detailed) (1) [Hide](#)

[Responses \(1\)](#) [Text Analysis](#) [My Categories](#)

PRO FEATURE

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Showing 1 text responses

My plan review fee was several hundred dollars more than I have ever paid before. The building official who was at the counter when I said that to the clerk informed me that the homeowner had been in talking

about the project for several months before he hired me. I don't think I should have had to pay additional for that. I understand that solar projects are not yet common in your city, but it is challenging to offer the homeowner a lowest-cost bid when the permit fee was nearly \$800. In Minneapolis our total building permit fees for a similar project are \$250-\$350.

10/7/2012 5:22 PM [View respondent's answers](#) [Categorize as...](#)

Q11

[Export](#)[Share](#)

Please enter any additional comments you may have. Detail is helpful and appreciated.

Answered: 8 Skipped: 19

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Q6 Comments - The Inspectors were:

I have not yet had inspections, we only just picked up this permit a week ago.

10/7/2012 5:22 PM [View respondent's answers](#) [Categorize as...](#) [œ](#)

This was my first time working with Randy. Seems like a smart, personable fellow. Good choice. Some inspectors can be a bit full of themselves.

10/5/2012 7:20 PM [View respondent's answers](#) [Categorize as...](#) [œ](#)

At the start of the project, there was not an understanding on what the inspectors wanted to see for soil correction inspections, so we took our standard process as in other cities. The inspectors were angry and unprofessional and did not care about any schedule. As the project went on, it got better.

10/5/2012 11:04 AM [View respondent's answers](#) [Categorize as...](#) [œ](#)

The customer schedules their own inspections and are the ones on site for the inspection.

10/5/2012 7:55 AM [View respondent's answers](#) [Categorize as...](#) [œ](#)

INSPECTIONS ARE SCHEDULED WITH OUR CUSTOMERS. WE TYPICALLY DO NOT HAVE CONTACT DIRECTLY WITH THE INSPECTION DEPARTMENT.

9/5/2012 10:01 AM [View respondent's answers](#) [Categorize as...](#) [œ](#)

I am a hands-on contractor and I would like to be present for the final inspection versus having the homeowner contact me afterwards. Also, the inspector should contact me immediately if he has any concerns or questions during the inspection as I value my relationships with my clients.

8/16/2012 6:54 AM [View respondent's answers](#) [Categorize as...](#) [œ](#)

I am sorry to see Dennis retire, he is a good man

8/15/2012 10:50 AM [View respondent's answers](#) [Categorize as...](#) [œ](#)

Q11. Please enter any additional comments you may have. Detail is helpful and appreciated.

Water restoration requirements were unclear. Even after asking for clarification several times, new items were added in unaffected areas. This created thousands of dollars in unexpected and unnecessary work for homeowners. Staff also required work to bring to current code items that were not disturbed, and met code requirements when originally installed.

1/4/2013 2:29 PM View respondent's answers Categorize as... æ

This was my first job in Coon Rapids. Everyone was helpful and friendly. I look forward to working in Coon Rapids again.

1/4/2013 2:16 PM View respondent's answers Categorize as... æ

I understand that the first time a project of this kind is done in a city it requires additional time on the part of the person reviewing the application. I appreciate that the inspector allowed me to give input where he had questions. We look forward to doing more work with the City of Coon Rapids.

10/7/2012 5:22 PM View respondent's answers Categorize as... æ

All in all my experience so far shows nothing is broke. Everything went as it should.

10/5/2012 7:20 PM View respondent's answers Categorize as... æ

We have enjoyed working in your community. Thank you

10/5/2012 1:38 PM View respondent's answers Categorize as... æ

once a permit is pulled smokes and co detectors need to be homeowner prouble

9/5/2012 9:44 PM View respondent's answers Categorize as... æ

The Coon Rapids inspectors and the office staff are the friendliest and helpful in the twin cities. They are ace's in my book. Eric Sykes Owner of For the Boys, LLC DBA Coon Rapids Appliance Coon Rapids Heating and Air One Way Plumbing

8/16/2012 5:01 PM View respondent's answers Categorize as... æ

Please appreciate my concerns for having the inspector contact me immediately if there are questions or concerns regarding any work I am responsible for - I care. Dana Henjum, North Country Construction And Remodeling, LLC 763-458-0715 Thank you!

8/16/2012 6:54 AM View respondent's answers Categorize as... æ



City Council Work Session

3.

Meeting Date: 01/15/2013

Subject: 4.2 Parks/Trails Master Plan - Referendum - Scheduling, Marketing, Etc.

Submitted For: Steve Gatlin, City Manager

From: Cher Ridout, Admin Secretary II

INTRODUCTION

On November 27, 2012 Council held a work session to discuss the Coon Rapids Parks, Trails and Open Space System Plan Update. The consensus of the Council was to move ahead with a portion of the recommended improvement program for the City's park and trail system and schedule a referendum to allow voters to decide on the project in the fall of 2013. At this time staff would like Council to confirm its priorities of the Park Improvement Program and the scheduled referendum.

DISCUSSION

At the November 27, 2012 meeting, consensus of the Council was that it wished to proceed with a Park Improvement Program as identified in the Park Master Plan Update. Council's consensus was that Tier 1 and Tier 2 priority projects should be implemented as part of the initial Park Redevelopment Program. These components included the following:

- Complete renovation of Sand Creek Park
- Complete renovation of two cornerstone parks including Riverview and Crooked Lake Beach (without beach upgrades)
- Major trail and sidewalk improvements

A listing of Tier 1, 2, and 3 priorities from the master plan document is attached. The estimated cost for Tier 1 and Tier 2 priority improvement projects ranges from \$16M to \$18M.

In discussing the Council supported priorities with our consultants WSB and Decision Resources, it was suggested Council may wish to possibly consider expanding the program to provide completion of all cornerstone parks and possibly including some of the neighborhood parks needing higher level of improvements. That would increase the overall project budget by approximately \$5M. Staff will have more detailed graphic information available at the work session to indicate which projects might be recommended for inclusion.

Following the November 27, 2012 work session, staff met with Decision Resources, the public opinion survey firm we have historically used for our community surveys. Decision Resources felt strongly that prior to proceeding with a referendum, the City should conduct a specific park survey regarding possible support for the referendum. This should be done in late spring of 2013 if Council wishes to proceed with the referendum in the fall of 2013. Decision Resources has had a very good track record of predicting the success of referendums based on their survey. They suggest that the most important elements of a successful referendum include the following:

- Providing "something for everyone" (i.e., park improvements in all sections of the community, trail improvements, active recreational facility improvements, open space, etc.)
- Being "affordable" in the citizen's viewpoint (i.e., tax increase tolerance)

Decision Resources notes this survey would be a valuable tool in allowing the City Council to make a decision as to whether or not to proceed with the referendum. Decision Resources suggested the following action steps if Council wishes to proceed with the referendum in the fall of 2013:

June - March 2013	Intense communications program including newsletter articles, newspaper articles, television interviews, website information, and other broad based communications outreach tools
April 2013	Community survey
May 2013	User group and support group organized, assuming positive feedback from survey
June - October 2013	Intense public relations outreach activities from user groups and target referendum supporters
November 2013	Referendum

Staff wishes to have Council reaffirm its support for this Park Improvement Program and financing concept. In discussing the referendum with the Finance Director, it appears that we could do a single referendum asking the voters for authorization to spend up to a fixed amount. In proceeding with the improvements, we would probably have two separate bond issues spaced five years apart to allow the entire program to be completed.

During our meeting with Decision Resources we did discuss the newly initiated planning process for the Coon Rapids Community Center Phase II. Decision Resources representative, Peter Leatherman, indicated he saw some potential problems with proceeding with both of these projects at the same time on a dual track. Public perception, based on past survey results of public opinion regarding the Community Center, may negatively impact the success of the Parks, Trails, and Open Space referendum.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Open Space/Recreation** section of the City's long term strategic vision. Establishing and funding a Park Master Plan update ensures that resources are available to maintain and sustain our overall parks system for use by the community.

RECOMMENDATION

Staff recommends the Council discuss the work program and referendum and provide direction as to how it wishes to proceed with implementation of the Parks, Trails, and Open Space Program and the referendum.

Fiscal Impact

BUDGET IMPACT:

Finance Director, Sharon Legg, will be available at the work session to provide Council with some preliminary information regarding fiscal impacts to typical homeowners and commercial properties for a park bond referendum based on the original Tier 1 and Tier 2 priorities and expanded program to include all cornerstone parks and some neighborhood parks.

Attachments

Park Master Plan Tier 1, 2, 3

Tier 1 Priorities

Parks	estimated cost range		
	low cost	to	high cost
Sand Creek Park - complete renovation	\$4,900,000.00		\$5,750,000.00
Crooked Lake Park - complete renovation	\$1,450,000.00		\$1,750,000.00
Evergreen Dog Park (small parking lot, fencing, & water)	\$50,000.00		\$100,000.00
Tier 1 Parks Subtotal	\$6,400,000.00	to	\$7,600,000.00

Trails	estimated cost range		
	low cost	to	high cost
Coon Creek Regional Trail	\$968,850.00		\$1,184,150.00
Sand Creek Linkage Trail	\$141,750.00		\$173,250.00
85th Ave. Trail connection to Kennedy Park	\$313,650.00		\$383,350.00
Tier 1 Trails Subtotal	\$1,424,250.00	to	\$1,740,750.00

estimated cost range			
	low cost	to	high cost
Tier 1 Development Priorities Total	\$7,824,250.00	to	\$9,340,750.00

33

Tier 2 Priorities

Parks	estimated cost range		
	low cost	to	high cost
Riverview Park - complete renovation	\$1,650,000.00		\$2,000,000.00
Tier 2 Parks Subtotal	\$1,650,000.00	to	\$2,000,000.00

Trails	estimated cost range		
	low cost	to	high cost
Mississippi Regional Trail	\$601,200.00		\$734,800.00
Middle Linkage Trail	\$794,925.00		\$971,575.00
Northern Linkage Trail	\$276,750.00		\$338,250.00
miscellaneous trail gaps	\$2,025,000.00		\$2,475,000.00
miscellaneous sidewalk gaps	\$2,754,562.50		\$3,366,687.50
Tier 2 Trails Subtotal	\$6,452,437.50	to	\$7,886,312.50

estimated cost range			
	low cost	to	high cost
Tier 2 Development Priorities Total	\$8,102,437.50	to	\$9,886,312.50

34

Tier 3 Priorities

Parks	estimated cost range		
	low cost	to	high cost
Al Flynn Park - Cornerstone / complete renovation	\$1,350,000.00		\$1,600,000.00
Lions Coon Creek Park - Cornerstone / select renovation	\$750,000.00		\$1,000,000.00
Pheasant Ridge Park - Cornerstone / select renovation	\$175,000.00		\$250,000.00
Delta Park - high level improvements	\$225,000.00		\$300,000.00
Mason Park - high level improvements	\$350,000.00		\$425,000.00
Peppermint Stick Park - high level improvements	\$325,000.00		\$375,000.00
Riverwind Park - high level improvements	\$625,000.00		\$750,000.00
Riverwind building improvements - budget	\$350,000.00		\$500,000.00
Trackside Park - high level improvements	\$225,000.00		\$300,000.00
Woodcrest Park - high level improvements	\$550,000.00		\$600,000.00
Alder Park - mid level improvements	\$100,000.00		\$150,000.00
Burl Oaks Park - mid level improvements	\$120,000.00		\$165,000.00
Kennedy Park - mid level improvements	\$150,000.00		\$200,000.00
Towerview Park - mid level improvements	\$125,000.00		\$175,000.00
Vineyards Park - mid level improvements	\$150,000.00		\$200,000.00
Wildwood Park - mid level improvements	\$50,000.00		\$100,000.00
Woodview Park - mid level improvements	\$175,000.00		\$225,000.00
Acom Park - low level improvements	\$45,000.00		\$70,000.00
Bison Creek Park - low level improvements	\$75,000.00		\$100,000.00
Cardinal Woods Park - low level improvements	\$75,000.00		\$100,000.00
Epiphany Pond Park - low level improvements	\$50,000.00		\$75,000.00
Mallory Park - low level improvements	\$15,000.00		\$20,000.00
Marshland Park - low level improvements	\$65,000.00		\$90,000.00
Mercy Park - low level improvements	\$75,000.00		\$100,000.00
Nelson Park - low level improvements	\$75,000.00		\$100,000.00
Parkside Park - low level improvements	\$30,000.00		\$45,000.00
Riverdale Park - low level improvements	\$45,000.00		\$75,000.00
Thrush Park - low level improvements	\$7,500.00		\$12,500.00
Twin Field Park - low level improvements	\$45,000.00		\$75,000.00
Wintercrest Park - low level improvements	\$75,000.00		\$100,000.00
Woodland Oaks Park - low level improvements	\$50,000.00		\$75,000.00
Tier 3 Development Priorities Total	\$6,522,500.00	to	\$8,352,500.00

35

Low Priorities

- Adding community building to each of the cornerstone parks was discussed through the planning process. This is currently a low priority that **should be evaluated in the future based on public needs as related to each cornerstone park.**

Add community building to a cornerstone park	low cost	to	high cost
1 building (restroom/warming house/ storage / meeting space / utility services)	\$750,000.00	to	\$1,000,000.00

36



City Council Work Session

4.

Meeting Date: 01/15/2013

Subject: Update on the Coon Rapids Ice Center

From: Tim Himmer, Public Works Director

INTRODUCTION

This memo will provide an update on activities that have occurred at the Coon Rapids Ice Center (CRIC). Items of discussion include staffing, marketing, and programming & scheduling.

DISCUSSION

The CRIC experienced some staffing challenges in 2012. Since the facility opened it has been a challenge to effectively recruit and retain qualified personnel to handle the required responsibilities and serve the needs of the community. Due to this understaffing, especially during the peak season, users of the facility may have experienced subpar customer service at times. Staff worked diligently to cover all the required shifts and needs at the site, but not to the desired expectations of management or the various user groups. With the assistance of the Human Resources Department we were able to make changes to the recruitment process to expedite and more efficiently fill the openings. The facility is now fully staffed, and management is working on completing all required training to increase safety and provide improved customer service.

The staffing issues identified above required more time spent by management on maintenance and operations activities, and therefore prevented significant progress from being made in the areas of programming and marketing. Once training of the new staff is complete in early 2013 increased attention will be paid to these important items throughout the remainder of the year. In the last quarter of 2012 some progress was made with marketing/advertising opportunities on both the scoreboard and dasher boards, and staff expects to be “sold out” in this regard by the end of the 2nd quarter in 2013. The marketing materials produced for the CRIC opening, in conjunction with Twin Cities Gateway, continue to be a valuable resource in this endeavor. Direct marketing of the facility amenities, as well as continued and improved collaboration with the Coon Rapids Youth Hockey Association (CRYHA) and the High School to promote increased participation, remains a high priority. Part of that equation is continuing to increase the appreciation of our Learn to Skate program for beginning hockey players.

Programming, particularly with private ice rental of the outdoor rink, has increased along with community usage of party and meeting rooms. The development of additional community recreational opportunities is continually being pursued, and has increased with the Recreation Coordinator now being located at the facility. Ice rentals have increased with the addition of two more year round adult hockey times, and the indoor ice schedule has been extended into mid-August due to an increased demand with the rapid growth of select youth hockey teams.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the Quality of Life section of the 2030 Strategic Vision by striving to increase the use and programming of this high quality facility. Management and staff will continue to evaluate our performance and delivery of services, with a focus on excellent customer service and maintaining a safe environment for workers, users, and the public.

RECOMMENDATION

This item is strictly for informational purposes. Staff is looking for any feedback from the Council that will assist in continued improvements at the facility.



City Council Work Session

5.

Meeting Date: 01/15/2013

Subject: 4.4 Community Center Phase II - Discussion

Submitted For: Steve Gatlin, City Manager

From: Cher Ridout, Admin Secretary II

INTRODUCTION

At the December 18, 2012 Council meeting, Council approved the professional services agreement with Perkins+Will to provide master planning services for the Coon Rapids Community Center Phase II project. Staff wishes to discuss the status of the project and how we should proceed following completion of the master plan process in mid 2013.

DISCUSSION

For the past several months, staff has been meeting with a group of potential users for Phase II of the Community Center. Council previously directed that staff explore partnerships with other agencies and that we explore opportunities that did not compete with the private sector. We have been meeting with representatives from Anoka County and its Library Board, Anoka Hennepin School District No. 11, Anoka Ramsey Community College, Coon Rapids Athletic Association, and City interests including Senior Center and recreational programs coordinated through Anoka Hennepin School District Community Education. Perkins+Will will be beginning the initial planning process late in January. Attached is their proposed schedule for completion of a Phase II master plan. As noted, the master plan will be completed by June 1, 2013. The master plan will produce a list of space requirements for each potential user along with detailed site plans and floor plans. Also, a preliminary cost estimate will be available.

Following the completion of the master plan, it will be necessary to discuss with potential users, lease arrangements and possible cost participation to move forward with the project. In talking to the architect and some of the user groups, we have received a preliminary list of potential space needs summarized as follows:

New Library	25,000 SF
New Alternative School	35,000 SF
New Classrooms/Offices (College and Seniors)	20,000 SF
Gymnasium/Track	30,000 SF
Meeting Rooms	10,000 SF
Miscellaneous Circulation, Restrooms, Storage, Etc.	<u>24,000 SF</u>
Total Space	144,000 SF

To arrive at a preliminary budget estimate for the project, we would apply a cost estimate of \$175.00/SF. This would result in a potential project cost of \$25 million dollars.

When this project is considered along with the potential Park Improvement Program, the total expenditures for both projects could reach nearly \$45 to \$50 million dollars. Discussion needs to be held about scheduling for these two

projects and the total financial impacts to the City. It is clear at this point that the total cost of the Community Center Phase II project could not be completely recovered through leases to potential tenants. Staff believes, based on input gathered from the community survey and discussions with Decision Resources, serious consideration should be given about proceeding with the Community Center Phase II project at this time.

Peter Leatherman from Decision Resources noted during our meeting that according to his community survey completed this past summer, public support is not strong for a Phase II Community Center. He also suggests that considering and discussing both projects at the same time would negatively impact potential success of the referendum for the Parks, Trails, and Open Space project.

Alternative courses of action could include:

- Delaying further consideration of the Phase II Community Center project following receipt of the completed master plan in June until after the park referendum.
- Consider consolidating the two projects into a staged long term program.

Under the second scenario, some elements of the Phase II Community Center project could be combined with the Parks, Trails, and Open Space project. These could possibly include a new park on the Community Center site and a potential school/gymnasium complex to service the needs of Anoka Hennepin School District No. 11 and CRAA. This course of action would require a longer planning period and would necessitate delaying the park bond referendum to a future date. In all likelihood, this date would be fall of 2014 or spring of 2015.

The Parks and Recreation Commission, at its regular meeting on January 7, 2012 discussed this issue. The Parks Commission favors the second alternative combining a portion of the Community Center Phase II with the Parks, Trails and Open Space improvement program and moving forward with the park referendum at a later date.

Staff needs direction from the City Council as to how to proceed with the Community Center Phase II project once the master plan is completed in June.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Quality of Life** section of the City's long term strategic vision. Development of Phase II of a Community Center represents a longer term community goal of a comprehensive Community Facilities Complex. The intent is to work towards creating a community in which people of all generations decide to invest themselves and their resources in the community and to communicate their community pride.

RECOMMENDATION

Staff recommends Council consider a strategy for proceeding with the Community Center Phase II project including the scope of the project and schedule, considering the information provided.

Attachments

Phase II Schedule

Phase 2 Master Plan Update

December 17, 2012

[illegible]



City Council Work Session

6.

Meeting Date: 01/15/2013

Subject: Cultural Fair/Exposition

From: Vincent Vu, Management
Analyst/Deputy Clerk

INTRODUCTION

Council has asked staff to provide information regarding the possible implementation of a cultural fair or exposition in 2013.

DISCUSSION

Due to the increasing diversity of our community, there has been an emerging need to engage residents through cultural programming. Community Diversity has been a component of Council's Strategic Vision and staff are looking for guidance on how to proceed in 2013. Staff have conducted research on surrounding communities and have found success with half-day, summertime cultural fairs. Typical fairs tend to occur outdoors and incorporate recreational elements such as traditional dances, food, and craftmaking, as well as educational components such as information booths. Communities also tend to coordinate with surrounding schools to incorporate youth-based events such as diversity essay contests. Local businesses from across the Twin Cities metropolitan area comprise the bulk of the programming, providing food and craft stations. Community-based ethnic performance centers typically provide live entertainment, with many groups choosing to perform for free. This cultural fair could be implemented into the already-existing Independence Day celebration, or within the Summer in the City meeting series. By offering a cultural fair or exposition, the City can not only celebrate different cultures but also engage diverse residents within our community.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Community Diversity** section of the 2030 Strategic Vision because it celebrates the growing cultural and ethnic diversity of our community and supports a high quality of life for all residents.

RECOMMENDATION

Staff recommends that Council provide feedback and direction related to the implementation strategy for a 2013 cultural fair/expo.

Fiscal Impact

BUDGET IMPACT:

An analysis of existing community cultural fairs have yielded estimates ranging between \$5,000 - \$30,000, depending upon size and scope. In all cases, the bulk of this funding was achieved through a combination of grants and sponsorships from local businesses.



City Council Work Session

7.

Meeting Date: 01/15/2013

Subject: 7.4 Evaluate Gas Prepay Ordinance

Submitted For: Steve Gatlin, City Manager

From: Cher Ridout, Admin Secretary II

INTRODUCTION

The City Council adopted a Prepayment Gasoline Ordinance on February 21, 2012 that became effective on August 1, 2012. On October 30, 2012 Council held a work session to discuss possible alternatives regarding the Prepay Ordinance. Some Councilmembers have expressed an interest in reconsidering and reevaluating the Prepay Ordinance at this time. Staff seeks direction from Council as to its intent and the suggested process and schedule.

DISCUSSION

The Police Department and the City Manager's Office proposed an ordinance to Council which was adopted and became effective on August 1, 2012. The purpose of the ordinance was to require prepay for motor fuel in an attempt to reduce or eliminate drive-off crimes occurring at gas stations. Extensive public discussion was held over several months before Council took action to adopt the ordinance.

Following adoption of the ordinance, several gas station operators provided information indicating the impacts that the ordinance had on their sales. As a result, the Council scheduled a work session to further consider the ordinance on October 30, 2012.

At this work session, extensive testimony was provided regarding the ordinance and its impact on businesses. In addition, positive testimony was received regarding the ordinance and its impact on crime statistics in the City of Coon Rapids.

Direction from Council is sought at this time regarding its intention on the prepay ordinance. At the October work session, staff felt that the direction received was to continue to monitor the ordinance and its impact during a 9-12 month period and return in late summer of 2013 with data from many station owners as possible to indicate the impact the ordinance has had on businesses during the first year since implementation. If Council wishes to proceed in a different direction, staff would request direction regarding the following items:

- Schedule for possible reconsideration.
- Possible data requirements needed for reconsideration such as sales data, crime statistics, etc.

Police Chief Wise will provide current crime statistics at the work session as part of the staff presentation for this item.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Public Safety** section of the 2030 Strategic Vision by allowing the reallocation of limited police resources to other crime prevention and emergency response needs.

RECOMMENDATION

This item is brought forward for discussion purposes only. Staff seeks direction from the Council on how it wishes to proceed with the Prepay Ordinance in the future.



City Council Work Session

8.

Meeting Date: 01/15/2013

Subject: 8.3 Council/Management Retreat - Strategic Plan Update

Submitted For: Steve Gatlin, City Manager

From: Cher Ridout, Admin Secretary II

INTRODUCTION

In early 2012, former City Manager, Matt Fulton, completed a comprehensive process for collecting community input to be used in updating the community's long range strategic plan. It was contemplated that the strategic planning update process would be done at a Council/Management retreat in late spring or summer of 2012. The retreat was never held. Staff is seeking direction from the City Council as to whether or not the Council wishes to proceed with the strategic planning process update for the 2030 Plan. If Council wishes to proceed with the 2030 Plan Update, we are also requesting direction as to how to proceed, particularly if this planning process should be done as a part of a Council/Management retreat as done in the past.

DISCUSSION

The original 2030 Plan was completed during a three year planning process that began with a community survey in 2005. During 2006 and 2007, Council held several meetings and retreats to discuss and update the plan. The strategic plan was finally completed in 2007.

Former City Manager, Matt Fulton, implemented a planning process to update the strategic plan in early 2012. This included three community meetings with interested citizens, a comprehensive community survey by Decision Resources, and discussions and meetings with the City's Municipal Advisory Commissions. The summary memo from Mr. Fulton describing the results of these planning exercises is attached. In addition to the summary memo, Council is provided an executive summary of the 2012 Decision Resources community survey conducted in May and June of 2012.

If Council wishes to proceed with the update to the 2030 Strategic Plan, staff suggests the best format would be a facilitated discussion using an outside consultant during a 1-1/2 day retreat offsite, similar to the format used for the strategic plan update done in 2005-2007.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Excellence in Government** section of the City's long term strategic vision because it provides a comprehensive process for enhancing the economic vitality and overall strength of the community in the future.

RECOMMENDATION

This information is provided for discussion and to give Council assistance in determining whether or not they wish to proceed in updating the City's long term strategic plan.

Fulton Strategic Planning Memo

Executive Summary



City Council Work Session

2.

Meeting Date: 04/24/2012

Subject: Strategic Planning Information

From: Matt Fulton, City Manager

INTRODUCTION

The City Council has commenced a comprehensive process for collecting community information in support of its effort in updating the community's long range strategic plan. This includes receiving input from all Municipal Advisory Commissions. This work session item is intended to allow the City Council to review this input with municipal advisory commission members.

DISCUSSION

The City Council is in the process of updating the community's long range strategic plan. This effort has included several component efforts, including three community meetings, a comprehensive community survey, and discussions with the City's municipal advisory commissions. The City Council will consider all of this information during an upcoming Council/Management Team Retreat in June.

Over the winter months, every municipal advisory commission spent a significant portion of their regular meetings to provide input to the City Manager regarding members' perspectives on important issues to be paying attention to in the community. This focus was divided between what was important within the areas of community responsibility with each respective commission, and also general perspectives as residents of the community. The commission members were also asked to provide input about how to best market the community and how the Council might be able to enhance the volunteer experience of each commission member. The discussions were very informative and engaging.

All municipal commission members have been invited to this work session to hear about the Opportunity Cities Program. Because of this, it made sense to expand the work session to include a review of the strategic planning discussion

To further assist with this discussion, a summary of input received during three recent community meetings has also been attached. Over 100 residents attended these facilitated discussions. The meetings included small group discussions, focused on the long term needs of the community within each of the community's strategic areas.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Excellence in Government** portion of the 2030 Strategic Vision because it pertains to a comprehensive process for enhancing the economic vitality and overall strength of the community into the future.

RECOMMENDATION

This item is for discussion only and to assist the Council in its efforts in updating the long term strategic plan.

Fiscal Impact

BUDGET IMPACT:

This discussion has no fiscal impact

Attachments

Commission Summary

Community Meetings Final Report

The City Council has commenced a comprehensive effort of updating its long term strategic plan. As part of this process, the City Council wanted to include the input from its municipal advisory commissions, which play an important role in the local government process. During the fall of 2011 and early 2012, discussions were held with all municipal advisory commissions to ask the following questions. The Commission responses have been summarized below.

1. Within the area of responsibilities of your commission, what recommendations would you provide the City Council as long term strategies to make the community better and stronger.

Historical Commission

- a. Historically significant locations and sites should have plaques recognizing their significance. The Commission has a list of historical sites.
- b. Coon Rapids should maintain/promote/market its historical heritage.
- c. The City's website could be improved to provide for interactive access regarding historical locations and structures.
- d. There should be better display areas in municipal facilities for permanent placement of historical artifacts.
- e. Streets should be named after historically important community residents.

Planning Commission

- f. The Cooley property at Foley and Hanson needs to be aggressively marketed.
- g. A framework plan needs to be developed for the long term redevelopment of the Federal Cartridge property.
- h. Existing Zoning codes should be modified to allow for greater density and allowing high rise developments and other creative (re)developments.
- i. There should be a plan that provides and supports for an appropriate balance of land uses throughout the community.
- j. The Community should focus on improving its connectedness with various transportation options and opportunities.

Safety Commission

- k. Coon Rapids needs to maintain a focus on improving and maintaining overall road conditions through snowplowing practices, coordination with other jurisdictions, and delivery of core services.
- l. Coon Rapids needs to focus on overall street upgrades, beyond maintenance.
- m. Coon Rapids needs to focus on ensuring school safety, especially due to the lack of sidewalks and students walking to school.
- n. The community needs to pay close attention to senior safety.
- o. Winter problems negatively impacting public transit systems should be improved.
- p. Communication on City Issues needs to be clear and consistent.
- q. Community Awareness and engagement should be a constant focus.
- r. The Commission doesn't think its existence is very well known in the community.
- s. Keep Police and Public Safety equipment a priority.

Board of Adjustment and Appeals

- a. Improve method of tracking details of historical requests and issues and ensure access to that information.
- b. Increased citizen engagement and knowledge about codes.
- c. The City should develop preventative action plans that explain the rationale of specific codes and also develop a "Frequently asked questions" document that could be distributed and posted.

Sustainability Commission

- a. Municipal facilities and improvements should follow sustainability practices (example: lead by example and use recycled content materials)
- b. City should lead by example, including sustainable purchasing, resource efficiency.
- c. Public transportation systems should be made more user friendly and shelters should be provided for bus stops.
- d. Sustainable practices for community development should be supported and funded.
- e. The City should develop and promote a Farmers Market
- f. The City should continue and increase its support for Rain Gardens throughout the community.
- g. The City should become actively engaged with the Minnesota GreenStep program
- h. Park lighting should be very energy efficient

Parks and Recreation Commission

- a. Consider parks as a critical part of the City's infrastructure and focus on adequate levels of reinvestment in this infrastructure.
- b. Incorporate sustainable practices with all park redevelopment efforts. This includes sustainable financial and operational practices.
- c. Move forward on the Community Center project. As part of this, include the renovation of Coon Rapids Boulevard.
- d. Establish a formal Park and Recreation department. This will support the development of a community brand.
- e. Work on establishing stronger school partnerships with parks and recreational programming efforts.
- f. Complete the comprehensive parks and trail plan, paying close attention to neighborhood needs and community expectations.
- g. Ensure that park improvements are aligned with current community needs.
- h. Expand recreation programming with adequate staffing.
- i. Develop and support adequate and appropriate diversity strategies.
- j. Rethink and enhance broader partnerships with athletic associations.
- k. Recreational programming should be better aligned with community needs and demographics.
- l. Create an umbrella and centralized approach for entry level recreation programs.

- m. Identify and support a long term strategy of addressing recreational and athletic program/facility needs.

Arts Commission

- a. Identify and draw out the talent within the school system.
- b. Improve citizen engagement with lighting and photo contests.
- c. Establish a Presidents Marine band.
- d. Improve the quality of musical talent hired for the Concerts in the Parks series.
- e. Develop a high quality performing arts venue in Sand Creek Park.
- f. Establish, support, and promote more street art, especially around Riverdale.
- g. Enhance and improve upon the City's urban forest.
- h. Identify and map out historical sites.
- i. Provide more diversified programming opportunities for youth.
- j. The Arts Commission needs a new sound system.

2. As you think about Coon Rapids overall, what recommendations would you provide the City Council as important to the future of the community.

- a. Transportation Issues:
 - Redevelop Coon Rapids Boulevard
 - Change left hand turn red arrows to flashing yellow.
 - Improve overall syncing of stop lights, especially in front of High School and on Coon Rapids Boulevard.
 - Installation of sound wall on Hwy 10
 - Expand Northstar Commuter Rail schedule
 - Move on getting light rail to Coon Rapids
 - Transit connection between rail stops, bus stops, commercial areas, etc.
 - Improve and connect bike paths
- b. Neighborhood reinvestment
 - Support and promote more neighborhood activities
 - Support community environment for raising healthy kids
 - Increase opportunities for neighborhood engagement and connectedness.
 - Hold and support more neighborhood meetings
 - Continue Home for Generations
 - Maintain efforts to build a strong housing stock
 - Deal with foreclosures
 - Focus on attracting young families
 - Ensure balanced Life cycle housing in the community.
 - Reestablish neighborhood cleanup days, including charging if necessary.

c. Community Development and Redevelopment

- Move forward on the redevelopment of Riverwalk
- Redevelop Coon Rapids Boulevard and framework plans, including ports
- Redevelop Family Center Mall and continued redevelopment of Campus Square Port.
- Maintain principled approach to development and redevelopment
- Development of TOD area surrounding Riverdale Northstar commuter rail stop.
- Redevelopment of Northdale/Foley Shopping Area.
- Need for building/attracting/retaining new and existing business
 - Requires business friendly attitude
 - Incentives
 - Economic Vitality
- Increase focus on architectural aspects of housing stock
- Maintain clean Community
- Business development
- Riverdale more user friendly, walk able from place to place

d. Community Reinvestment

- Construct Community Center, including library. Community Center and Ice Arena was a great start; add to that.
- Do a better job in marketing community assets.
- Sewer/ Infrastructure maintenance.
- Economic sustainability.
- Community should be increasing collaboration/coordination.
- Increased community engagement.
- Motto should be; "how to do it", not "can't do it".
- The Commission would like to see more community engagement on activities relating to the community, such as helping to mow with foreclosed properties, etc.
- Adopt a Park
- Organize Volunteer Opportunities

e. Enhance Quality of Life issues

- Parks/Trails
 - Leverage grants and partnerships
 - Update parks and neighborhood quality
- Increase ability to see addresses on homes
- Reestablish Clay hole as a swimming location.
- Consider Hydro power at the dam
- Park revitalization, trails and sports, focus on a sustainable maintenance plan for the future
- Connect with new residents, make them feel welcome, communication network
- Ways to provide wireless internet service to homes, more options, save money

- Awareness and education to residents on upcoming issues and concerns. More options for public input.
- Maintain community Infrastructure
- Establish a strategy for community cultural diversity.
- Work on the development of greater Public Partnerships.
- Encourage a proactive instead of reactive approach on issues
- Support the long term growth and strength of ARCC
- Create and ensure that Coon Rapids is a progressive and vibrant community
- Work on developing more entertainment within the community
- Large focus on Performing arts
- Align Golf/Ice arena as divisions within the Park and recreation program.
- More flowers and streetscaping
- More natural-sustainability- more greenery
- Embrace cultural diversity
- Enhance community beauty and community vibrance
- Community building and pool
- Increased volunteer opportunities
- Preserve green space and natural resources

f. Communication and Marketing

- Better utilize social media
- Consider impact of community name in future success as community
- Market the Mississippi River better. Having access to open land on river is important
-

g. Public Safety

- Safety, bars and drugs in City

3. If you had \$100 to pay for the following public services, how would you allocate the money?

- a. General government (admin., legal, finance, legislative, engineering, city clerk)
- b. Public Safety
- c. Community Development and Neighborhood Reinvestment
- d. Public Works

Historical Commission

General Government	25	15	-	10	35
Public Safety	25	40	25	10	20
Community Development	30	5	75	5	15
Public Works	20	40	-	75	30

Planning Commission

General Government	30	20	13	16	20	20
Public Safety	20	20	50	60	40	40
Community Development	20	35	12	4	15	30
Public Works	30	25	25	20	25	10

Safety Commission

General Government	20	10	10	10	5	24	20	2	0
Public Safety	30	40	40	40	55	33	30	80	30
Community Development	20	0	20	0	10	10	30	8	0
Public Works	30	50	30	50	30	33	20	10	70

Board of Adjustment and Appeals

General Government	20	40	15
Public Safety	40	30	50
Comm. Development	10	10	7
Public Works	30	20	28

Parks and Recreation Commission

General Government	10	10	20	10	15	15
Public Safety	40	50	30	40	15	40
Community Development	20	20	30	20	30	15
Public Works	30	20	20	30	40	30

Arts Commission

General Government	15	10	0	15	0	25	20
Public Safety	25	20	80	25	0	25	30
Community Development	30	40	0	20	50	20	20
Public Works	30	30	20	40	50	30	30

4. What are the greatest assets in the community? In other words, if we were to market Coon Rapids to the “outside world”, what would we say about the community to lure people to invest and move to the community?

- Small Town Feel with Big City amenities
- Good transportation options, including public transportation
- There is great access to other places
- Excellent Parks/Trails/Regional Parks
- Mississippi River is a great asset
- Strong Coon Rapids Athletic Association
- There are a variety of activities for youth
- Good School system
- Great Hospital
- Anoka Ramsey Community College
- Riverdale Shopping Center
- New Coon Rapids Ice Center
- Mortgage Assistance Foundation
- Good municipal Staff
- Citizen Volunteers
- Strong Public Safety
- Affordable taxes
- Variety of activities for all age groups
- Excellent Golf opportunities
- Community is “outdoorsy”
- Coon Rapids is safe
- Coon Rapids is centrally located.
- City Newsletter
- Great outdoor amenities
- Community is very accessible to metro area
- Community is engaged
- Home for Generations
- Street maintenance is excellent
- Mature, beautiful community with mature trees and big lots
- Clean Community

- Community Education
- Library Services
- Continue to expand recycling program and drop off center
- Residents can get the “biggest bang for their buck”
- Living in Coon Rapids is a good value, affordable
- History of Coon Rapids
- Coon Rapids Dam
- Vibrant
- Family Community
- Strong Industry
- Mature urban forest
- Good Concerts

5. As a Municipal Advisory Commission member, you provide valuable input and insight on matters of importance in the community. In doing so, you volunteer your valuable time and energy. What ideas could you offer that would help ensure that your experience is worthwhile, valuable, and enjoyable?

Common Themes

- There was a common theme with all commissions desiring a stronger communication linkage with the City Council.
- The Commissions generally desired stronger guidance from the Council.
- When the Council disagrees with the Commission, it should be followed up with an explanation.
- It might be timely to review and reestablish the scope of services to be provided by the Commissions.
- The commissions were satisfied with Staff liaisons and the information that is prepared for their meetings.
- The Commissions would like to have a better understanding of the City Council’s Strategic Vision. Improved communication on City Issues would be helpful.
- The Commissioners participated as a way to provide back to their community.
- The Commissioners would like to have a better connection to the other Commissions, including joint meetings
- It would be nice to have a stronger connection with the other commissions.
- The Commissions would enjoy an annual tour with other commissions on projects around town.
- The Commissions would appreciate an annual review of community wide activities and accomplishments
- Commission celebrations are welcome and appreciated.

- There was a suggestion to add a couple of fixed term members onto the commission to assist in turnover.
- A couple of Commissions suggested that an informational brochure be developed describing the respective roles of the Commissions.
- Nametags at community/public events.

Unique comments made by specific Commissions:

Planning Commission

- Commission would like to feel better respected by Council. The Commission feels like the Council looks at the Commission as an impediment.
- The Council gets draft minutes and therefore sometimes reacts in the wrong way.
- Council should respect and understand Commissions responsibility regarding code compliance issues.
- Commission enjoys the staff prepared "Planning Letter"
- Joint meetings are sometimes not felt experienced as "joint meeting"
- The commission would like to have greater regular legal assistance and attendance
- Preparation of annual report is considered to be worthwhile
- The Commission would like to be at Council meetings to be available to respond to Council questions.
- Use the experience of the commissioners for collecting info on certain community info.
- Establish balance between administrative decisions and municipal code requirements.

Safety Commission

- The Commission is interested in finding ways to give back to the community, including the willingness to perform outreach efforts for observing situations/activities with an eye for public safety.
- It would be helpful to have nametags that the Commission members could wear at community events.
- A commission member could appear regularly at a Council meeting to fill in the Council about Commission activities.

Board of Adjustment and Appeals

- Develop procedural guidelines to help with consistency
- Are there other things the Council would like for this commission to do?

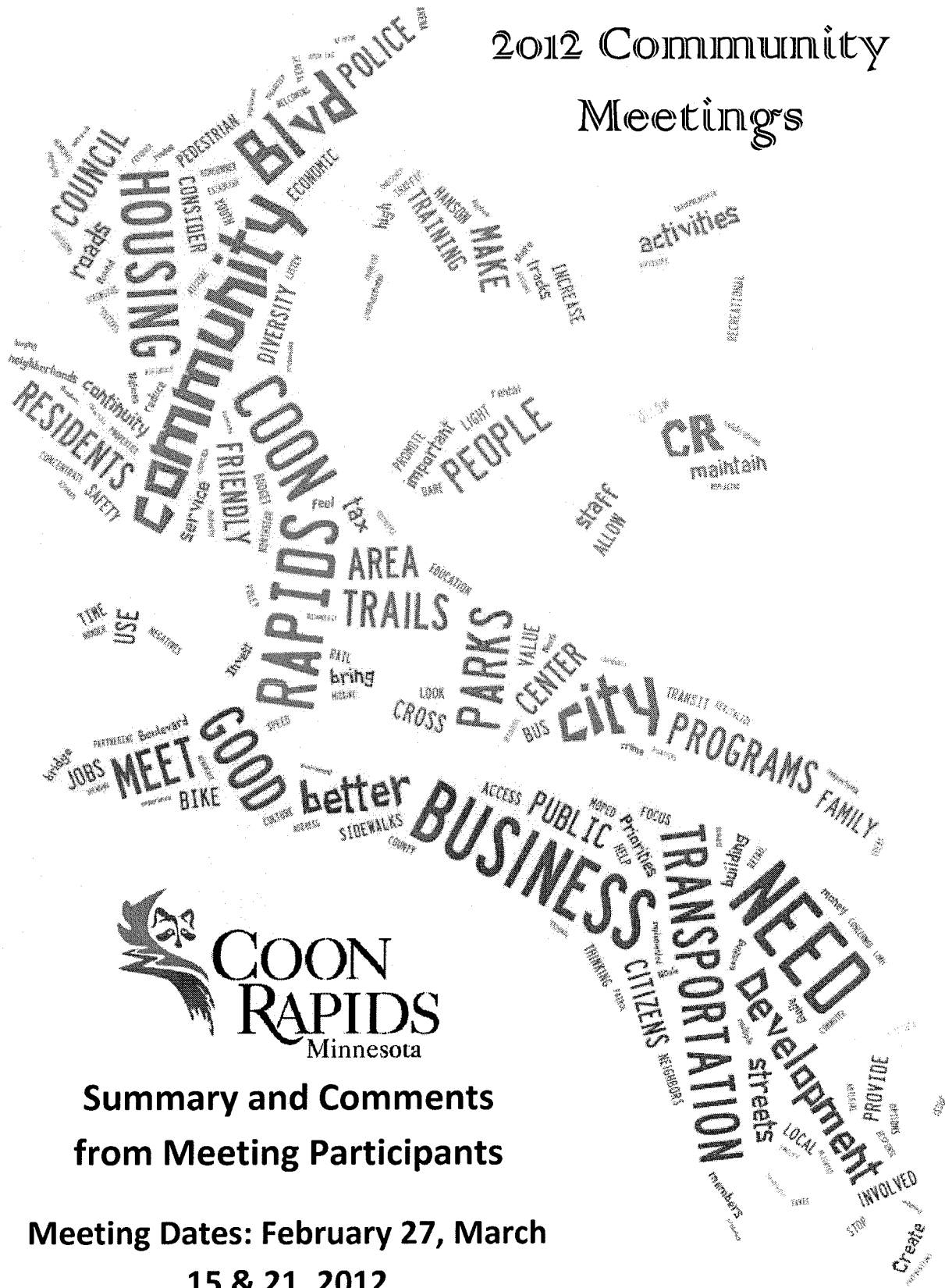
Sustainability Commission

- Achievable accomplishments have a good balance of long and short term projects.
- Sustainability Commission feels as though they are “spinning their wheels”
- Earlier involvement in projects and planning. Group feels they are an afterthought and a formality.
- Subcommittees if needed for City projects. Use the talents of the commission members to form partnerships with city departments as it fits.
- Share info with staff; give talks or discussion so that our City is not reinventing the wheel at a city level. Some work for larger cities and can bring experience into ours.
- Quick update system or list of commission’s top 3 working projects sent to all commission s in the city. Keeping everyone in the loop.
- Minutes sent out sooner, not with Agenda packet for next meeting, one month after.
- Not enough energy spent on planning City events. Example movie night. Use resources and put more into the event. Not planned well.
- Give more advance notice to members regarding City events. Sometimes they feel they are an afterthought.

Arts Commission

- Expand to include theatre events
- More volunteers at events
- Build on recognition of arts commission in community
- Meetings should last no more than 2 hours
- Meet year round.

2012 Community Meetings



Summary and Comments
from Meeting Participants

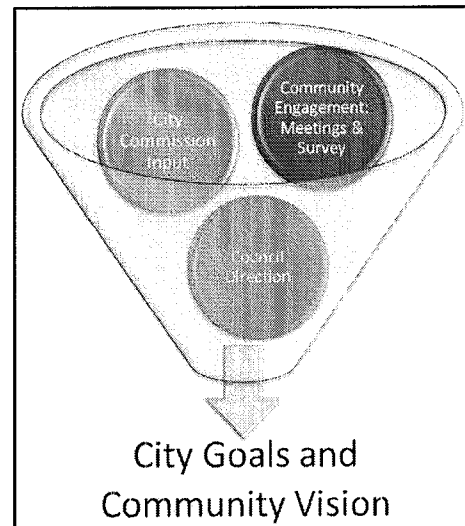
Meeting Dates: February 27, March
15 & 21, 2012

INTRODUCTION

On three separate evenings during February and March, 2012, the City of Coon Rapids held city-wide community meetings. These meetings were facilitated by Dave Unmacht of Springsted, Inc. and were intended to provide citizens of Coon Rapids with an opportunity to discuss the community's most significant issues. The main goals of the meeting were:

- Support a positive community dialogue
- Broaden citizen participation in the community visioning process
- Focus on established community priority topics
- Make a difference in the City Council decision-making
- Group discussion and individual input
- Meet new people; enjoy and have fun

The City plans to use the findings and themes of the community meetings in conjunction with other civic engagement efforts to update City goals and the community vision. In addition to the community meetings, a community survey will be conducted during the spring of 2012 to receive additional input about important topics and the future direction of the City.



A condensed version of the City's current Strategic Vision was used to organize discussion at each meeting. The topics, with brief descriptions, included:

- Transportation: The City has an efficient and well maintained system of roads, sidewalks, and trails supported by a comprehensive and connected mass transportation system.
- Community Development/Redevelopment & Housing/Neighborhoods: The City's development is diversified and sustainable with a growing economic base that supports a high quality of life in neighborhoods and a strong, progressive business sector. Neighborhoods are stable, safe, and connected with predominantly owner-occupied and well maintained life cycle housing options.
- Community Diversity: The community embraces diversity by supporting a high quality of life for all residents.
- Public Safety: Individuals, neighborhoods, businesses, and the community are considered safe with proactive, well-trained, and respectful Police Officers and Firefighters ensuring professional and timely administrative and emergency service delivery.

- Civic Involvement & Excellence in Government: Residents and businesses are engaged in the community through civic opportunities, partnerships, and technology. The City of Coon Rapids follows a formal strategic direction established and continually monitored by the City Council that is implemented and managed with excellence, operational efficiency, and with a long term view of organizational and environmental sustainability.

A total of 18 citizens attended the first community meeting, followed by 28 people at the second meeting and 34 people at the final meeting. Participants were randomly assigned to a table upon arriving at the meeting event with six to eight participants at each table. In the first meeting, participants had 10 to 15 minutes to discuss all five priority areas. In the subsequent meetings, each table was assigned three topics and the participants were able to discuss each for 25 to 30 minutes. The change was made after the first meeting to provide participants with the opportunity to discuss the priority areas in more depth. Every participant was provided with the option of writing down their individual comments on a form for any of the five topics so that they could provide input in each area.

During the table discussions, the participants selected a person to record the main points of the group discussion as they answered the following questions:

1. Is this topic important to the future of Coon Rapids? Which aspects of this topic do you value or find the most important and why?
2. Based on the description, how well do you think the City is doing today? Are there any reasons or examples for why you answered the way you did?
3. What are the City's strengths and what are our areas of opportunity?
4. What priorities do you recommend the City focus on in the next ten years?

Summary of meetings and major themes

The following represents a summary of the major points made under each strategic area. Please note that the specific comments made are provided in the next section.

Community Diversity

- As an aging community, there needs to be a continued effort toward supporting the needs of the community's seniors.
- Should the City be in the diversity business at all?
- There is a need to support teen programming efforts.
- Work to include the faith community in understanding and addressing the issue of diversity.

Public Safety

- Great satisfaction with Public Safety.
- Are there ways to find additional revenues or reduce expenses? Can the City do some cross training or increase use of technology to provide additional efficiencies?
- Community engagement is an important part of public safety; continue neighborhood crime watch, citizens' academy, and neighborhood association efforts.
- Slow traffic down, especially on Foley Blvd.

Community Development/Redevelopment & Housing/Neighborhoods

- Coon Rapids Boulevard needs to be reconstructed and revitalized.
- Business retention, and support for new business, should be a strong emphasis.
- Attract more jobs to Coon Rapids.
- Maintain strong housing stock and pay attention to not having too many rental units.
- Build partnerships within community on topic of redevelopment and business growth.

Civic Involvement & Excellence in Government

- Improve opportunities and avenues for better communication with the community.
- Better Liaison and connection between City Council and community residents.
- There should be an increased use of Social Media.
- Better follow through and implementation on issues.

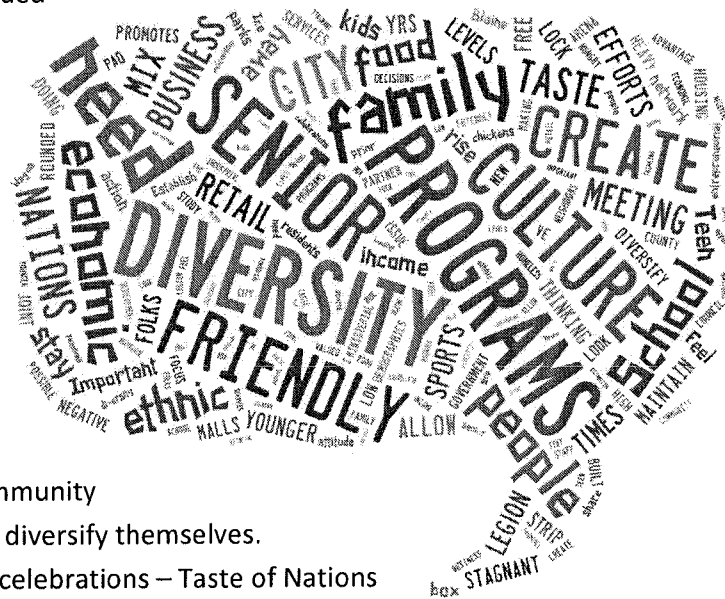
Transportation

- Northstar is great, but it needs an improved - more frequent trips and flexible scheduling.
- There needs to be better connections to the rail stops.
- Coon Rapids Boulevard reconstruction is critical.
- Third traffic lane on Highway 10 heading West.
- Trails throughout City need upgrading and better connections.
- Improved street maintenance on existing street system.

Final Thoughts:

- Coon Rapids Boulevard reconstruction and revitalization
- Business retention and development; good paying job creation
- Reinvestment in the community
- Revitalize parks, trails, and general aesthetics
- Build the community center
- Senior Housing
- Limit rental housing
- Bring young people to community
- Improve transportation options, including options for the disabled and seniors

- Business/economic diversity – retail/industrial mix
- People diversity – reactions – city should stay away from diversity efforts;
- Teen programs at all times.
- School sports programs are valued – (legion kids)
- Economic Development – to allow income levels to rise.
- Need more for younger folks (20 yrs)
- Free lock-out.
- Important to maintain the senior program.
- Feel that city is stagnant – need “out of box” thinking
- Strip malls are not doing well.
- Community action network
- It promotes a well rounded community
- Negative value – let the people diversify themselves.
- More joint ethnic food/culture celebrations – Taste of Nations
- We are heavy in senior housing and low on family friendly.
- Senior Services. More family friendly activities, parks. Look at Blaine’s Splash Pad – that could’ve been built at the new Ice Arena.
- Diversity is not a government issue; focus more on family friendly activities; let residents own chickens.
- Partner with the High School & County on programs when possible
- Establish a welcoming attitude; share successes; take advantage of entrepreneurial spirit of other cultures.
- Study demographics prior to making decisions.
- Create opportunity (like Welcome Wagon) for neighbors to meet; create our own “taste of nations” food/culture ethnic celebration.
- Create a ministerial meeting at a workshop with council and pastoral staff to find out who is homeless, hungry and in need.



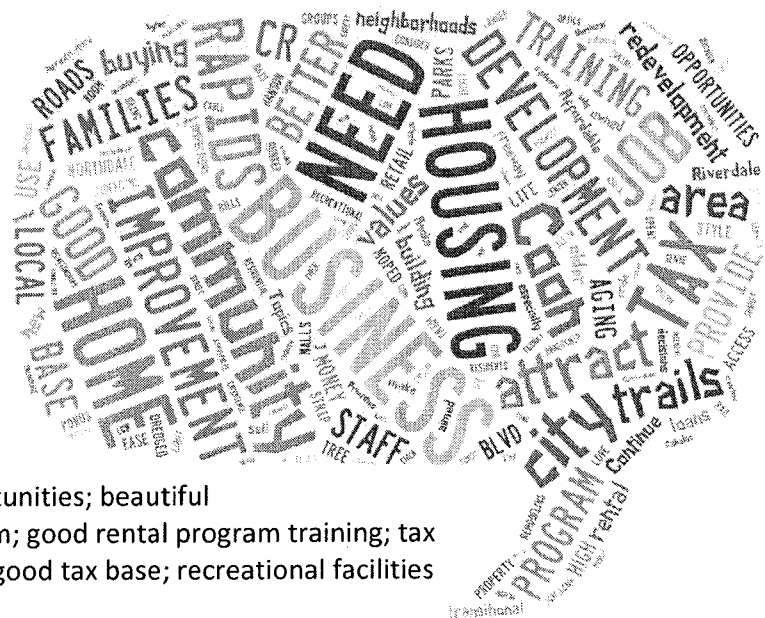
Public Safety:

- [illegible]

- DARE programs, school presence; low level of noticeable crime.
- Police/Fire/EMT are highly rated; one area of opportunity still remains small – community policing.
- Cut government by 30%.
- Cross-train departments; co-op with local communities (share equipment);
- Technology – keeping pace & budgeting for tech; continued education/training;
- More visibility in neighborhoods/community outreach/school presence;
- Is 60% of the budget sustainable?
- DARE program – need follow-up in 7th – 9th grades; more police in schools would stop more crime; church recreation halls (gymnasiums) could be used for after-school organized activities; Pedestrian/Bike Safety needs to be high priority

Community Development/Redevelopment & Housing/Neighborhoods:

- Valued Topics: empty houses – city buying homes; updating of older homes; keep homes occupied; tree plantings on lots; access from Northdale to Riverdale; moped trails; senior housing – is there enough in area to keep up with increasing demand? Need better transitional housing to keep citizens in CR for life. Affordable transportation with destination freeway style roads – ease of use for commuter.
- Revitalization of strip malls; Coon Rapids Boulevard redevelopment; sell city owned property; housing aimed at different age groups.
- Epiphany Ponds – can't be dredged
- Need to make decisions & investments that attract families.
- Need to limit the amount of rental housing.
- Room for improvement – especially on Coon Rapids Blvd. between Hanson & Anoka; need to be more uniform on inspections; simplify building permit process.
- Love new ice arena and Bunker Hills – community pride.
- Strengths? Development opportunities; beautiful parks; home remodeling program; good rental program training; tax money is well spent; light rail & good tax base; recreational facilities are good.
- Opportunities? Bring in larger businesses; better development sense; communication with residents; consider Bass Pro Shop or Cabela's for area



- Priorities? Coon Rapids Blvd; fiber optics for residential; revitalize trail systems; city taking ownership of mistakes; drive staff; focus on areas that attract families; single home communities – no more high density/low income housing; job training center; businesses with community shares ; computer/cable infrastructure; home improvement programs to allow for home updates; simplify bldg. permit process; promote Northstar; invest in parks/facilities/trails; public safety is important to keep good homeowners in the community. Redevelopment – buying foreclosed homes for housing stock & get families in to re-establish tax base. Need businesses to broaden tax base so monies done need to come from bonds & tax levies. Continue arterial roads & street improvements – will increase positive growth.
- City should use franchise tax money instead of general fund to building business relationships; Provide more tax breaks for businesses to encourage them to move into CR;
- Provide a more business friendly atmosphere; need city staff with more business experience.
- Need to attract more jobs to CR; retain home values.
- Lost the link between local business job needs and post-secondary training; many local businesses require higher job skills.
- Re-start the Economic Development Commission
- Need to attract new business – staff incentive for business development management?
- Housing is strong – high number of senior units
- Safe neighborhoods
- City Home Improvement Loans & financing options.
- Lots of retail.
- Better business/school partnerships with local community colleges
- Eliminate disconnect between north & south of community.
- Continue work on Coon Rapids Boulevard.
- More neighborhood meetings to meet neighbors.
- Look at connection between interest free loans and homeowner needs for upgrading aging housing.
- Provide more office jobs (between retail & manufacturing)

Civic Involvement & Excellence in Government:

- Allows residents to help shape & enrich the city, address concerns; provides continuity in government; like multi forms of communication available.
- Advisory boards important but they need to be recognized & ideas implemented – council and staff need to listen to the residents.
- Positives – public hearings or listening sessions, community meetings in park & Citizen's Academy; good city government; numerous committees made up of residents &

Negatives – poor community involvement; feel that the city does not listen to citizen feedback; concerned that only 4% of CR residents are using ice arena; we need consistency in government – esp. inspection dept. – see large inconsistency with inspectors & lack of understanding of codes.

- [illegible]

Transportation:

- Love the Northstar
- Existing road system is adequate – need to concentrate on maintenance of existing system.
- Multiple forms of access to business parks, lakes, etc.
- Walkways, bridges, etc. over large roads or railroad tracks.
- Local city commuter bus.
- Feels Personal Rapid Transit (PRT) should be looked at seriously.
- Positives: existing trails, sidewalks, new Hanson bridge; great main arteries; good sidewalks, good infrastructure has been implemented; good bus service & schedules
- Negatives? Need upgrades of many trail surfaces; need bike lanes where no separate trail. Re-evaluate stop lights & Sorteberg School on Northdale. Bike lanes on road where separate trail is not possible. Crossing Hwy 10 & RR tracks is a problem. Areas are limited to access to public transportation. Need more bus routes
- Need more moped trails.
- Consider replacing missing track between Coon Rapids and St. Cloud.
- Strengths – commuter rail; buses to Mpls & St. Paul
- Opportunities? Consider allowing ATV use on streets in Coon Rapids; electric charging stations in public places, lighting on bike/walking paths/city streets/tunnels, etc., shelters for city bus stops & signage; promote pedestrian & bike activities; pursue Coon Rapids Blvd redevelopment.
- Need to consider widening Hwy 10 to 3 lanes each way.
- Need to consider another bridge over the Mississippi
- Finish Coon Rapids Boulevard.
- Priorities? 3rd lane to Round Lake Blvd.; bike lanes; more Northstar trips; complete sidewalks along arterial streets; focus on partnering with county on NDale & Springbrook Drive; build/maintain quality streets to handle business/city usage; support multiple forms of transportation (ATV, moped, cycles) to allow for diversity & gas savings; consider 3 lanes on Hwy 10 through Coon Rapids. Need a pedestrian bridge to safely cross Hanson Blvd/Miss. Blvd. Need to make CR moped/segway friendly. Could expand bike/walking trails; widen roads in & out of city to allow better traffic flow. Need to look at City Staff – provide real government services to taxpaying public is high priority. Coon Rapids Boulevard; public transit connections; handicap access.
- Continued bus service/ better light rail hours



- Maintain CR Blvd – do not replace; make sure roads accommodate bussing.
- Primary Roads – opposed to more tracks in city.
- Street maintenance.
- Mass transit – good due to park & ride, North star, bussing;
- Streets – need better maintenance
- Trails – good in some areas, missing some big connections in North; fragmented loops.
- Concerned that the function of CR Blvd will change making it less family friendly.
- Good job maintaining streets; county road improvements have been great, good bus routes; great not to hear train horns.
- Provide safer pedestrian crossing – bridges for families to cross over CR Blvd. Round-about – front and end of CR Blvd.
- More pedestrian crossings
- Safer RR crossings for bicyclists
- Safe routes to schools
- Better train connectivity
- Better annual maintenance – maintain before it gets too bad.

Final thoughts:

March 15, 2012 Meeting - What is the most important issue in Coon Rapids?

- Keep population happy – diversity, something for all ages – housing
- Keep business in Coon Rapids – get people to spend money here rather than other cities.
- Good communication – currently there is an attitude of interruption at Council meetings. Make sure people are helped, not attacked.
- Reinvestment – live, work and play in Coon Rapids. Improve “walkability” of community.
- Support of multiple modes of transportation
- Public transportation – Northstar Rail, increase transit options
- Invest in infrastructure
- Franchise taxes – determine what the best uses are
- Ensure continuity for long-term, Council should be forward thinking
- Restructure open mic at Council meetings – three minutes apiece, no more than 15 minutes total
- Investment in transportation
- Improve Coon Rapids Blvd., clean it up
- Build a community center at the Coon Rapids Ice Center site
- Make it easier for people to make their housing situation better, improve aesthetics
- Concentrate on bring more revenue into the city
- Improve Coon Rapids Blvd., balance needs of businesses with community improvement
- Don’t compete with businesses or go beyond the means of the city

- Develop trails and sidewalks, improve existing
- Bring young people into the community, need better parks and amenities
- Concentrate on education and jobs
- Improve trail on Coon Rapids Blvd, needs to be fixed
- Revitalize parks, trails and general aesthetics - businesses will follow
- Address Coon Rapids Blvd., aging housing stock
- Economic development is important, build community center and measure its success. If it fails, sell it at a loss if needed.
- Concentrate on public safety

March 21, 2012 – If you were Mayor, what would you seek to improve/what would be your legacy?

- Improve transportation for the disabled, increase senior services
- Redevelopment of blighted commercial areas, develop transportation to Coon Rapids Blvd. during the day
- Improve Coon Rapids Blvd., cap number of rental units
- Transportation improvements, active business community
- Senior citizens' center and community center, more co-op living options
- More transportation (bus circulator), more commercial development
- Invest in park infrastructure, recruit businesses
- Improve Coon Rapids Blvd., add bike paths to blvd.
- Become business friendly again, improve transportation
- More transportation between cities and main hubs, be business friendly
- Be more business friendly, help entrepreneurs
- Redevelop Coon Rapids Blvd., Increase disaster preparations
- We need something to bring people to Coon Rapids, make it a destination – business park, social attraction
- Become more business friendly, get people excited about Coon Rapids
- How do we bring young people to Coon Rapids – housing and business, develop better transportation
- Bring good paying jobs to Coon Rapids, create transportation hubs
- Develop more senior housing to keep people here, put citizens on the Economic Development Authority with business experience
- Put experts on the Housing and Redevelopment Authority, don't place burden of debt on future generations



- Improve transportation
- Think about housing option for seniors, businesses think it's difficult to develop in Coon Rapids, staff should be more energetic
- Create community center/teen center, limit rental housing
- Create committee on community center, do something about people who turn left near Costco.
- Focus on transportation, senior services
- Get police more involved in the community, increase number of K-9s. The building inspections department is difficult to deal with, has bad service.
- Coon Rapids Blvd. is a skeleton of its former self – make improvements – model after Excelsior and Grand

EXECUTIVE SUMMARY

2012 City of Coon Rapids

City Demographics:

The typical adult resident lived in the City of Coon Rapids for 16.3 years. Sixteen percent lived there for five years or less, while 22% lived there for over 30 years.

Twenty-one percent of the households in the city contain senior citizens. Senior couples are approximately equal to single seniors across the city. In fact, 14% of the households are composed exclusively of seniors. Thirty-six percent of the households in Coon Rapids contain school-aged children or pre-schoolers. Women outnumber men by two percent in the sample. Seventy-nine percent own their current residents, while 21% are renters.

The median adult age of Coon Rapids residents is 47.7 years old. Twenty percent of the sample are under 35 years old; sixteen percent are 65 years old or older. The median household pre-tax yearly income is \$53,500.00, down 25% in five years. Ten percent post incomes under \$25,000.00, while 21% report incomes over \$75,000.00.

Twenty-three percent live in Ward Two, while 21% live in Ward One. Nineteen percent each live in Ward Three, Ward Four or Ward Five.

Quality of Life Issues:

Four aspects of the City of Coon Rapids are mentioned most frequently as liked most by residents: “convenient location,” at 23%; “good housing and strong neighborhoods,” at 18%; “close to family and friends,” at 14%; and, “friendly people,” at 11%. There is no one single dominant aspect of the community, though, cited by at least 25% of the respondents; but, “convenient location” approaches this threshold.

The most serious two issues facing the community are “rising crime,” cited by 15%, and “street maintenance,” at 10%. Nine percent point to “high taxes.” Eight percent each mention “growth” and “lack of jobs.” However, a solid 14%, over double the Metropolitan Area norm, report there are no very serious issues currently facing the community.

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Eighty-eight percent rate the quality of life in Coon Rapids as either “excellent” or “good.” Thirteen percent, though, are more critical. A comparatively large 32% rate the quality of life as “excellent;” although this level is down 23% from the 2007 level, it still ranks the community within the top quartile of Metropolitan Area suburbs. Suggested actions to improve the quality of life include: “lower the crime rate,” at 21%; “attract more businesses,” at 17%; “lower taxes,” at 15%; and “fix potholes,” at 12%.

Seventy-eight percent rate the overall sense of community in Coon Rapids as either “excellent” or “good.” But, 22% rate it lower. Most residents, 67%, feel the closest connection to their “neighborhood.” Nineteen percent are closest to the “entire city.” Seven percent are closest to their “school district,” and five percent, to their “church.” Since the 2007 study, connections to the neighborhood increased from 55% to 67%.

In describing Coon Rapids to a friend, 18% would say “clean,” 16% would highlight “small town feel,” and 15% would mention “friendly people.” Twelve percent state “safe.” Ten percent point to Coon Rapids as a “suburb.”

Thirty-three percent believe non-residents have a “positive impression” of the City of Coon Rapids. They think this because the City is a “nice community” or had a “positive experience” there. Twenty-four percent think outsiders have a “negative impression.” This groups believes the “name is a negative” and is experiencing “rising crime rates.” Thirty-five percent think non-residents have a “neutral impression.”

Favorite activities to do in the City of Coon Rapids include “walking or running,” at 42%, “shopping,” at 12%, and “bicycling,” at ten percent. Twenty percent, over double the 2007 level, report they have “no favorite activities” in the City of Coon Rapids.

In assessing aspects of the community to be fixed or improved in the future, three issues are mentioned: “streets,” at 33%; “Coon Rapids Boulevard,” at 13%; and, “local job market,” at 10%. Similarly, residents suggest three things currently missing from the community which, if present, would greatly improve the quality of life in Coon Rapids: “more businesses,” at 19%; “Coon Rapids Boulevard improvements,” at 11%; and, “street maintenance,” at 10%. Twenty-six percent thought “nothing” was missing which could significantly improve the quality of life.

A solid 86% rate the overall appearance of the city favorably, while 15% are more critical in their evaluations.

Majorities feel that Coon Rapids has “about the right amount” of each of six community characteristics – parks and open spaces, trails and bikeways, service establishments, retail shopping opportunities, entertainment establishments, and dining establishments. But, in three cases, over 20% saw a need for more: “dining establishments,” at 35%; “entertainment

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establishments,” at 28%; and, “retail shopping opportunities,” at 21%.

City Services:

The average favorable grade given by residents familiar with a specific city service is 85.4%. The positive ratings range from a high of 99% to a low of 42%. In comparison with other suburban communities, these ratings place the City of Coon Rapids within the top quartile.

City Service	Positive Rating
Emergency medical services	100%
Fire protection	99%
Dependability of city water supply	97%
Sanitary sewer service	95%
Elections services	94%
Condition of trails	91%
Police protection	90%
Street sweeping	90%
Park and recreation facilities	89%
Recreational programs	87%
Snow removal on city trails	85%
Property inspection services	80%
Property assessment services	80%
Street lighting	80%
Quality of drinking water	80%
Snowplowing of city streets	79%
Property maintenance enforcement	78%
Pavement repair and patching on city streets	42%

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One outlying positive evaluation – on pavement repair and patching on city streets – is less than one-half of the overall average. If it were eliminated, the average of the remaining service evaluations is 87.9%, which would rank within the top decile. Consistent with these findings is the response pattern to a general question about the overall quality of city services – 84% rate the overall quality highly, and 7% rate it more critically.

In particular, 64% rate the condition of city streets as either “excellent” or “good,” while 36% rate it lower. The 36% negative rating is about 10% higher than the suburban norm.

City Taxes:

Seventy-two percent rate the value of city services for the property tax they pay as either “excellent” or “good.” Twenty percent see the value as either “only fair” or “poor.” The over 3-to-1 ratio of favorable-to-unfavorable ratings is just above the Metropolitan Area suburban norm.

Forty percent see their total property taxes as comparatively “about average,” a 16% decline in five years. Forty-six percent think they are either “very high” or “somewhat high,” a similar increase since the 2007 study. Three percent think they are “very low” or “somewhat low.” An unusually large 15% have no opinion.

City Government:

Fifty-eight percent think they can have a say about the way the City of Coon Rapids runs things; but, a somewhat higher than average 36% think they could not have a say. This level of alienation from government has reached a “cautionary level” – not high enough to warrant major communications changes, but high enough to warrant further examination.

Forty percent of the residents report first-hand contact with the Coon Rapids City Staff. Residents award the job performance of the City Staff a comparatively high 75% approval rating; seventeen percent are more critical in their evaluations. “Doing a good job” and “no major city problems” are the two key reasons for a favorable rating. These staff evaluations place the Coon Rapids City Staff among the top decile of suburban communities.

Public Safety:

A nearly-unanimous 95% feel either “very safe” or “reasonably safe in the community; only five percent feel unsafe. Taking a narrower focus, 69% feel “safe” walking alone in their neighborhood after dark; but, 27% disagree and report feelings of being “unsafe.”

Commuting Dynamics:

Among residents working outside of their homes, the median commute time to their job location is 17.0 minutes. Twenty percent report commute times of ten minutes or less; while 21% post commute times of 20 or more minutes. Fifteen percent each work in the City of Coon Rapids, itself, or in Minneapolis. Another 15% work in other Anoka County communities. Ninety-one percent normally drive alone to work. Three percent use Northstar Commuter Rail.

Park and Recreation System:

Residents rate the park and recreational facilities highly. Eighty-three percent award them a positive rating, while only 11% are more critical. Similarly, 79% regard the city's park and recreational facilities are "important" to them; only 21% disagree. Focusing on the appearance of their neighborhood park, 93% report the appearance of these parks is at least "somewhat important" to them. The three most used city recreational facilities are: smaller neighborhood parks, at 73%; larger community parks, at 68%; and, trails, at 71%. Other components, such as community ballfields, Coon Rapids Ice Arena, Bunker Hills golf center, soccer fields, and outdoor ice rinks draw fewer households because of their more limited clientele. Positive ratings by visitors of each component exceed 85% except in one case; outdoor ice rinks are positively rated by 84%.

A very solid 97% think the current mix of recreational or sports facilities in Coon Rapids meets the needs of household members. Twenty-nine percent of the households in the community contain members who participated in a sports league; a very high 98% rate these programs highly. Similarly, a very solid 97% think the current mix of sports leagues and recreational programs available in the city meets the needs of their households. Indicative of this general satisfaction, 61% report they do not leave the City of Coon Rapids to use leisure-time recreational facilities elsewhere; the only major reason for leaving the city is boating and fishing, cited by 17%.

During the past two years, 51% of the households in the community report members undertook recreational activities on or along the river. By a large majority, 78%-18%, residents support the city working to increase accessibility to the Mississippi River. If accessibility to the river is increased, residents support three types of amenities to be offered: 15% wish for picnic areas; 13% want a boat landing; and, 11% would like to see more trails. However, 33% would prefer to see no further amenities to keep the river more natural.

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Coon Rapids Community Center Proposal:

By a promising 61%-30% majority, residents support the construction of a community center by the City of Coon Rapids. The 2012 level of support remains virtually unchanged from the 64% in the 2007 study. This level of initial support mirrors the 57% expected to use the facility.

At least 60% of the residents support the use of city funds for the inclusion of seven facilities in the community center. Seventy-one percent support space for teen programs, while 69% feel the same about space for senior programs. Sixty-seven percent each support a community space with kitchen facilities for weddings and large gatherings or a center for career development and job training. Sixty-five percent favor the inclusion of multi-purpose rooms. And, 63% each support an indoor walking and running track or an indoor leisure swimming pool. Top priorities for the facilities at the community center mirror this list. Over ten percent award top or second priority ranks to five facilities: an indoor swimming pool, a fitness center, an indoor water park, a teen center, and a senior center

But, by a narrower 51%-41% judgment, residents support the use of city property taxes to fund the construction of a community center. When asked about establishing financial and program partnerships with community organizations and businesses, 77% favor this joint approach, while opposition drops to 16%.

Communications Issues:

The city newsletter is both the major source of information about city government and its activities for most residents, at 46%, and the most preferred source of information, at 50%. The "Coon Rapids Herald" ranks next, at 27% as major source, and 24%, as the preferred source. The source of information ranking third is the "grapevine," mentioned by 10%. The major change since the 2007 study is the switch in ranking between the city newsletter and the local newspaper. Even so, print media remains dominant in this community.

The city newsletter is also the information source with the highest penetration and reach across the community. Eighty-seven percent consider the newspaper to be at least a "minor source" of information, while 58% call it a "major source" of information. The "Coon Rapids Herald" follows closely behind: eighty-seven percent label it at least a "minor source" of information and 47% view it as a "major source" of information. No other tested source of information has a majority reach – the "Star Tribune," at 47%; direct mail updates, indicated by 46%; the city website, at 45%; programming on the community cable television channels, at 34%; city employees, at 23%; and, social media, at 13%.

Eighty-eight percent receive the City Newsletter. Among residents receiving this publication,

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92% rate the format highly. Additionally, 74% of the residents receiving the newsletter read either “all of it” or “most of it.”

Eighty-one percent of the households report they have access to the Internet at home or at work. In fact, 44% of the households in the community have accessed the city website. Among city website visitors, 95% report finding the information they were looking for.

Sixty-five percent connect via cable high speed internet. Twenty-four percent use a DSL, and seven percent employ a dial-up modem. Fifty-three percent primarily use a personal computer to connect to the internet. Thirty-three percent connect through a laptop, and 12% use multiple devices.

There is moderate interest in using social media sources to obtain information about the City of Coon Rapids. Forty-one percent of the residents are likely to communicate with the City through Facebook. Thirty percent are likely to do so through YouTube. Twenty-four percent are likely to use Twitter for this purpose. Fifteen percent would access podcasts for information, and 13% would read blogs.

Fifty-eight percent of the households in the community subscribe to cable television. Twenty-six percent subscribe to satellite television, and 16% use neither. A comparatively large 44% of cable households report members watched programming on Channels 14-16 or 19 during the past year.

Core audience size and overall reach of CTN programming varies among cable subscribers; the table below arrays those statistics for nine programs:

<i>Television Program</i>	<i>Core Audience</i>	<i>Overall Reach</i>
CTN News with Steve Ericson and Karen Sivanich	7%	31%
Sportsnight with Joe Yund and Howie Shapiro	1%	23%
City Council Comments with Steve Ericson and the Mayor or City Council Member	18%	51%
City Connections	4%	39%
City Council Meetings	34%	77%
City Planning Commission Meetings	22%	56%
Local sports events	7%	44%

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<i>Television Program</i>	<i>Core Audience</i>	<i>Overall Reach</i>
Local city events	2%	54%
Community events listings and announcement on Channel 14	4%	45%

The three programs with significantly large core audiences deal directly with city government in action – “City Council Comments,” “City Council Meetings,” and “City Planning Commission Meetings.”

The City of Coon Rapids receives a sterling rating for its overall performance in communicating key issues to residents. Eighty percent rate city efforts as either “excellent” or “good,” while 19% rate them as “only fair” or “poor.” The favorable communications rating easily places the community within the top five suburbs.

Conclusions:

1. Overall, residents remain positive about their quality of life in 2012, even though “excellent” ratings have slipped by 23% since the 2007 study. Current ratings still place Coon Rapids among the top quartile of Metropolitan Area suburbs.
2. “Rising crime,” “traffic and roads,” and “high taxes” are the key serious issues facing the community today. In fact, the perception of rising crime significantly impacts other ratings, such as the quality of life and city services.
3. There is no one aspect of the community a majority of residents like most about living in Coon Rapids. One theme is “small town feel” – safe, friendly people, small town ambience, and quiet and peaceful. A second theme is “connectedness” – close to family, close to job, and strong neighborhoods. In addition, 78% rate the overall sense of community highly.
4. The property tax climate in Coon Rapids is mildly hostile. A moderate 46% view their taxes as “high” while 40% see them as “about average.” But, 72% think the value they receive in the quality of city services is at least “good” when compared to the property taxes they pay.
5. Overall, a solid 84% rate the quality of city services as either “excellent” or “good.” Core city services, with the exception of street maintenance, receive positive ratings above 90% from residents able to rate the service. In the case of pavement repair and patching on city streets, negative ratings outnumbered positive ratings: 58% to 42%. In comparison with other suburban communities, the ratings are on a par with the norm of 55% negative to 45% positive.

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6. Residents are proud of the park and recreation system. They also feel that both facilities and programs adequately meet the needs of their households. Indicative of this satisfaction, 61% of the households do not regularly leave the city to recreate elsewhere, and 14% leave the city for fishing and boating.

7. Support for the construction of a community center is again sufficiently high to justify further examination. The ideal center would include gymnasiums, an indoor leisure swimming pool, community space for large gatherings, multi-purpose rooms, a teen center, a senior center, a center for career development and job training, and an indoor walking and running track. The key decisions will surround tax impact versus amenities, keeping in mind a mildly hostile tax climate in the community. The establishment of financial and program partnerships will actually strengthen support for the community center.

6. Communications efforts prove to be extremely effective in keeping a well-informed community. The city newsletter is the key source of information about city government and its activities. In addition, the "Coon Rapids Herald" effectively supplements the newsletter. The City may wish to establish a system of driving residents to its website; usage of the website appears limited compared with other suburban communities. In addition, if not completed already, a city presence on Facebook and YouTube could increase the residential audience, particularly with younger residents.

As a maturing, though changing, community, Coon Rapids residents are satisfied with the operation of the City enterprise. There is, however, room to sharpen the city's image – particularly on the crime issue – and align it with the aspects of the community which draw residents. And, there remains sufficient support to further examine a community center as a focal point for the City. In view of the existing large reservoir of good will residents possess toward the City, even as these discussions progress, public support should remain at impressively high levels.



City Council Work Session

9.

Meeting Date: 01/15/2013

Subject: Organizational Wide Process Improvement Efforts

From: Matt Stemwedel, Assistant City
Manager

INTRODUCTION

In 2012, the City Manager's Office undertook several projects to enhance the City's organizational culture, efficiency, and effectiveness. This memorandum provides an update on the status of those projects and outlines potential future initiatives.

DISCUSSION

As a part of the 2012 Annual Budget, the City Council approved \$65,000 to be used for process improvement efforts. Initially, the intended use of this funding was to contract with an organizational development and process improvement consultant. City staff explored options in this regard during the first half of the year, but paused as a result of the change in the City Manager position to re-assess the vision for this program. As a result, City Staff moved forward with a more incremental approach to organizational development and process improvement and has concentrated on three initiatives in the past six months:

1. City Innovation Team:

This team will hold their first meeting on January 16th, and is comprised of 16 employees who represent all City divisions. The purpose of this team is to create a type of "think-tank" for employees to collaborate, develop solutions to issues, and to foster an environment of innovation. The first three meetings of this group will be facilitated by a small group of employees from the City of Brooklyn Park, which has done a great deal of work in organizational development in the past several years. The Brooklyn Park group will help our team create a structure and prioritize initiatives so that we have a sound implementation plan moving forward.

2. Supervisor/Leadership Training:

The City has teamed-up with Anoka-Ramsey Community College and Anoka Technical College to create a leadership and management training program. This program will provide practical training on how to become a more effective supervisor and how to deal with many of the complex issues associated with managing personnel. In addition, this training will further our organizational development goals of increasing innovation, collaboration, and leadership. The program is comprised of two cohort groups that will train 30 to 35 of the City's supervisors. The first cohort group begins on January 23rd and the second group begins on April 10th.

3. "Taste Testing" of Big Picture Initiatives:

More in-line with the original vision for this program, the City will be getting a feel for some of the big-picture organizational development options available. One such idea is to send a small group of employees to the High Performance Organization training that will be put-on by the Senior Executive Institute in Brooklyn Park in April. Additionally, the City will consider sending a few employees through the State of Minnesota's free

Enterprise Lean/Kaizen training during the next year. These ideas are not mutually exclusive, nor would they conflict with the City's Innovation Team and supervisor training. Quite the opposite, these training would help to provide employees with additional resources and tools for improving those initiatives and our organization.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Excellence in Government** section of the 2030 Strategic Vision because we are seeking to invest in the City's employees to provide them with the knowledge and development they need to improve our organization.

RECOMMENDATION

Staff recommends that Council provide feedback related to the initiatives presented in this memorandum.

Fiscal Impact

BUDGET IMPACT:

Costs associated with the Innovation Team will be incidental (meeting materials, books, etc.). The cost of the supervisor/leadership training is \$19,500 (the City budgeted \$25,000 for this purpose in 2013). Finally, costs associated with exploring additional organization development options in 2013 are unknown at this time, but will come out of the \$65,000 budgeted for this purpose.

Attachments

Org. Development Overview

City of Coon Rapids – Organizational Development Overview

Organizational Development and Training

Cultural & Visionary Development

(Examples: HPO, Innovation Team)

Required Trainings

(Examples: Respectful Workplace, Safety Training, etc.)

Job Class/Position Specific Development & Training

Supervisor Development and Training

Job Specific Training

(Examples: Police Training, Lock-out/Tag-out, Accounting standards, etc.)

Required licenses

Individual Development & Education

Conferences and Seminars

Tuition Reimbursement Program

Performance Appraisals



City Council Work Session

10.

Meeting Date: 01/15/2013

Subject: Performance Measurement System/Community Report Card

From: Matt Stemwedel, Assistant City
Manager

INTRODUCTION

City Staff is working to develop a more comprehensive performance measurement system for the City. This memorandum summarizes the efforts to date and outlines the major components being proposed for the future.

DISCUSSION

The City's current performance measurement efforts include reporting an extensive amount of data and measures in the annual city budget document and participating in the State's voluntary performance measurement program. Both of these components are important pieces to a performance measurement system, but they fall short of providing decision makers, and the public, with information that is truly informative and useful. To achieve this goal, the City Staff intends to move forward with additional performance measurement activities.

1. Developing a Community Report Card:

This initiative would include developing a performance measurement report that speaks directly to the City's success in its strategic planning areas. It would provide the community with high-level data on our performance in key service areas and initiatives. The purpose of the report is to provide transparency in government, and to help the City understand its strengths and weaknesses. This report would fit in well with our participation in the State's performance reporting program since it requires us to report certain data publicly in order to qualify for reimbursement funding (approximately \$8,500 in 2012). This report could be completed and published in the second quarter of 2013. During the discussion of this item, Assistant City Manager Matt Stemwedel will provide the City Council with examples of what this report could include.

2. Developing an Active Performance Reporting Process:

Under our current practices, the City tracks and reports its performance measurement data on annual basis tied to the budgeting process. By the time the data is reported and published it becomes unusable for making proactive management decisions in most situations. City staff has worked to review and strengthen the City's current measures, and now intends to develop a more timely reporting system in 2013. In concept, this system would act like a dashboard for performance measures that could be quickly referenced and used to make management decisions. Data would be updated depending on a realistic and appropriate interval (some might be weekly, monthly, quarterly, etc.). Staff will further research options for developing this program in the first-half of 2013, and would seek to begin implementing the system in late 2013.

3. Continuing the Community Survey on a Biennial Basis:

The City completed a community survey during Spring 2012 for the first time since 2007. A regular community survey is a vital component to a robust performance measurement program since it provides us with data on the opinions of our Citizens. In addition, it provides the City with feedback on the quality of our services and can help

in making decisions about programming, capital project needs and budgeting. Therefore, staff is proposing to that the City conduct a community wide survey on a biennial basis. The cost and effort to conduct a survey doesn't likely outweigh the benefits of conducting a survey every year, but waiting much longer than every two years would mean that the data would become too stale to be relevant.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Excellence in Government** section of the 2030 Strategic Vision in the following way: by seeking to improve City services by measuring for efficiency, effectiveness, and quality.

RECOMMENDATION

City staff recommends that the City Council provide their feedback on staff's plan to improve the City's performance measurement reporting.

Fiscal Impact

BUDGET IMPACT:

There is not a direct budget impact for moving forward with this program at this time. Any costs associated with developing a performance measurement dashboard and a future community survey would be considered during the 2014 budget process.



City Council Work Session

11.

Meeting Date: 01/15/2013

Subject: Compensation/Classification Study Update

From: Matt Stemwedel, Assistant City
Manager

INTRODUCTION

In April 2012, the City Council approved a contract with Springsted, Inc. to complete a compensation and classification study. This memorandum discusses the purpose for the study and provides an update on its progress.

DISCUSSION

There are several significant reasons for why the City decided to complete a classification and compensation study. The City's current compensation system for non-represented employees was established in 1987 and was updated after a market study in 2005. While this system has served the City well over time, typically municipal organizations conduct a classification and compensation study every five to ten years.

One of the central reasons for conducting the study is to ensure the City remains compliant with the Minnesota Pay Equity Act. According to the League of Minnesota Cities HR Manual, the Minnesota Pay Equity Act requires cities to evaluate each job in the city and to establish "equitable compensation relationships" between job classes that are "male-dominated," "female-dominated," and "balanced" in order to eliminate sex-based wage differences. This means that every job class in the city that meets the definition of a covered job class must be evaluated and assigned job value points to provide a basis on which to evaluate the relationships between job value and wages. Every three years, the city must issue a report to the state to show that it is in compliance with the pay equity statute. Substantial monetary penalties can be assigned to cities that do not meet this requirement.

The City has remained in compliance with the Minnesota Pay Equity Act, although wage compression has made this more difficult. Furthermore, this study will allow the City to review its overall compensation philosophy and position. This will include a market analysis to determine the City's competitiveness with similar external organizations and a decision on where, within the market pay spectrum, the City wants to fit. For example, the City could set a goal of compensating at the 50 percentile versus the 75 percentile of the comparison group.

The major aspects of the classification and compensation study are:

- Job classification/review and updating position descriptions
- Job evaluation (especially as it relates to pay equity compliance)
- Market comparison

To be clear, the purpose of this study is not to evaluate performance of individuals or City staffing needs; it is simply time for the City to review our overall system again and to make sure that our compensation is internally equitable as well as competitive in the marketplace. The study also includes a review and update of positions represented by labor agreements; however, changes related to compensation systems with the represented groups would be considered during future contract negotiations.

Progress Update:

During the spring and summer of 2012, City staff completed the job analysis and job description portion of the study. This was a significant undertaking because it involved reviewing approximately 125 positions within the City and updating the each job description. In October and November of 2012, Springsted conducted a market survey and has been analyzing data and developing implementation options since that time. Staff expects Springsted to provide their initial findings and implementation options within the next several weeks. After the information is received, the City will need to make some important decisions about the City's compensation and classification plan and how to implement the findings of the study. Furthermore, Springsted will be training Human Resources staff on how to maintain and update the new system going forward.

ALIGNMENT WITH STRATEGIC VISION

This item relates to the **Excellence in Government** section of the 2030 Strategic Vision as it will help ensure that the City remains in compliance with the Minnesota Pay Equity Act and that its overall compensation system remains equitable and competitive.

RECOMMENDATION

This memorandum is intended to be for informational purposes at this time, especially for the new Councilmembers who may not have been aware of the study previously.

Fiscal Impact

BUDGET IMPACT:

A total of \$30,000 was appropriated in the 2012 budget for the purpose of completing a classification and compensation study. The contract with Springsted, Inc. includes base cost of \$29,710.00 plus an out-of-pocket cost allowance not to exceed \$1,000.00.
